

# **Formative Evaluation of PAN's Networking Approach**

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## 1. Executive Summary

This evaluation engaged the primary intended users (four PAN team members and four IDRC-supported Research Network leaders) in a highly participatory evaluation mode aimed at improving the PAN approach to networking by focusing both on outcomes of the Research Networks and the results of the PAN Approach. The two external evaluators served as critical facilitators of a process in which the eight primary intended users were closely involved in designing the evaluation, designing and testing the instruments for triangulated data collection, individually providing information and then analysing it along with what was gathered from over half of the four Networks' stakeholders. The one weakness in design was that the primary intended users were not fully involved in drawing conclusions, except as interlocutors for the final report.

Regarding outcomes of the Research Networks, the primary intended users identified 23 changes in social actors that were influenced by but beyond the control of the Network or of PAN. Each one is related to one or more of the four areas where PAN intends to foster enduring impact: a) ensure greater knowledge sharing, b) more scope for research activities, c) greater capacity building and d) influencing policy and practice on information and communications technology. Negative outcomes, however, were not identified. Thus, the PAN-supported Research Networks are influencing changes in social actors involved in their projects that go beyond the contracted activities and outputs.

The findings also reveal that in terms of their administrative resilience and performance, all four networks are healthy, albeit the more seasoned ones more fully so than the recent start-ups. The participants in each Research Network are at least satisfied that they have appropriate leadership that foments participation and adequately manages the network projects, communications, knowledge and learning. They mobilise appropriate expertise and demonstrate that they adapt as circumstances require. Naturally, there are areas for improved performance. In particular, communication and participation are prioritised for improvement. In addition, depending on the nature of the sustainability that PAN and the Research networks decide they wish to achieve, resource mobilisation is potentially another area for improvement.

The successful performance is attributed to readily manageable actors and factors. The Network leaders and the PAN team have been clearly key to development of the Research Networks; IDRC's policies and funding are the principal factors of success.

Nine principles of the PAN Approach to Networking for ICT4D were clarified and suggestions made on how they could be improved, a necessary policy accompaniment to the decisions that can be made from the formative evaluation in order to improve PAN's practice.

## 2. Introduction

The International Development Research Centre (IDRC) has often approached its support of research projects in a networked modality. The Centre's 2005-2010 Corporate Strategy and Program Framework suggests that a network “— when properly executed — is an efficient way to transmit knowledge across a wide range of groups or regions.”<sup>1</sup> Pan Asia Networking (PAN) – part of the Information and Communications Technology for Development (ICT4D) program area at IDRC – is a strong proponent of using regional thematic networks as a chief *modus operandi* in its programming strategy. PAN's current prospectus 2006-2011 states “experience has shown that networks can *ensure greater knowledge sharing*, have *more scope for research activities*, enable *greater capacity building* through peer support and mentoring and generally show more *administrative resilience*.”<sup>2</sup> (See Annex 1 for the PAN team's definition of these goals.)

In Asia, since 2003 PAN has been supporting numerous projects that use networking to enhance research capacity in Asia (hereafter these PAN-supported research networks are referred to as “Research Networks” or simply as “Networks”), of which the following four have been chosen as the subjects of this formative evaluation:

- 1) PAN Localisation (PAN L10n, localizing fonts and scripts)
- 2) PANDora (distance education)
- 3) PANACeA (ehealth)
- 4) ONI-Asia (digital censorship and surveillance)

PAN Localisation (PAN L10n) was the first regional thematic PAN Network. IDRC initiated PAN L10n as a response to a mid-point all-partners' conference held in 2003<sup>3</sup>, and has recently started on its second three-year phase (May 2007-May 2010). The other factors the PAN team used in choosing this set of four networks were: i) the network is currently active; ii) the network conducts work in several countries in Asia; iii) the network has involved some sort of iterative design process in terms of research priorities and membership; and iv) the network is hosted, managed and executed by an institution outside of IDRC-PAN.

Networks are at various stages of their programming cycle: PANDora is nearing the sunset of its initial three-year programming cycle; PANACeA began in July 2007 and ONI-Asia was approved in November 2007. Although each of these Research Networks is different in their thematic focus and specific design and structure, PAN's intentions in supporting their development adhere to the four outcomes listed above. Institutions based in Pakistan lead

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<sup>1</sup> Section 5-4, paragraph 13.

<sup>2</sup> See 2.3 Programming Approaches and Modalities, pages 26-28.

<sup>3</sup> 2003 represented the mid-point of the 2001-2005 PAN prospectus. PAN convened a conference from March 3-10, 2003 in Vientiane, Laos. The purpose of the conference was to share research results, to foster networking opportunities, and to get a sense of emerging research issues in the region.

three of the four Networks; while ONI-Asia is steered by a group based in Ottawa. Each of the Research Networks involves partners from multiple countries in Asia.

Recognizing the different contexts, issues and environments surrounding each of the four developing Research Networks, the PAN team perceived a need to step back and engage in a systematic inquiry into the results of the programming modality it uses in order to assess, reflect on and learn from the experience to date. Thus, in mid-2007 the PAN program officer responsible for the evaluation, Chaitali Sinha, invited an external evaluator, Ricardo Wilson-Grau, and Tricia Wind from the Evaluation Unit to work with her to develop the terms of reference for the evaluation.

### 3. Evaluation design

The primary intended users of this evaluation are the four members of the PAN team ([www.idrc.ca/panasia](http://www.idrc.ca/panasia)) and the four Research Network leaders, all of whom participated in the formative evaluation. We agreed the primary intended users would be involved in determining the nature, scope and questions in the study. Other audiences for the study include IDRC's Evaluation Unit, other IDRC programs currently utilizing, or interested in utilizing, a network modality in their respective programming strategies, other members of the four networks, other existing and emerging Research Networks, and perhaps the broader research community interested in networks. The involvement of two external evaluators, one experienced in outcomes evaluation and the other in networking in Asia, was designed to facilitate a participatory process and ensure checks, balances, and the objectivity of the process. The evaluators conducted the evaluation in as participatory a manner as the primary intended users desired.

The primary intended uses of the evaluation are: a) to understand better, formalize and consolidate PAN's approach to developing and supporting Networks in the coming years, b) to provide knowledge and insights that will enable the four Network leaders to consider changes in how their Networks are managed, and c) to enhance the supportive relationship between the PAN team and the four leaders.

The evaluation addresses three *key questions*:<sup>4</sup>

1. What positive and negative outcomes are PAN L10n, PANdora and PANACeA<sup>5</sup> achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, iii) mentoring and peer support to build the capacity of its members, and

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<sup>4</sup> We change the order of the questions here from their original sequence in the terms of reference so that they correspond to what we consider is a more logical presentation of the findings, analysis, conclusions and recommended points for discussion.

<sup>5</sup> ONI-Asia has just started and it is premature to expect outcomes.

- iv) influencing policy on Information and Communications Technology for Development?
2. How ‘healthy’ are the four Research Networks? This covers aspects of their administrative resilience and performance in these areas of networking competency: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications, vii) knowledge management and learning, viii) expertise and ix) adaptive capacity.
  3. What actors (and not just “boundary partners”<sup>6</sup>) and factors have contributed to the health of the four networks (including the PAN Asia team’s support) from their inception and throughout their development?

In the course of the evaluation, we decided to answer a fourth question: What is the common agreement about the PAN Approach to ICT4D networking and how might it be improved? We realised that there was not an agreed definition of the approach and so we adapted the design in mid-stream to address this question. The findings are presented in the last section of this report.

In the course of designing the evaluation, we discovered a lack of clarity in what was understood as a ‘network’. IDRC’s definition was “Social arrangements of organizations and/or individuals linked together around a common theme or purpose, working jointly but allowing members to maintain their autonomy as participants.” The definition we commonly see and use is: Groups of autonomous organisations (and perhaps individuals) in two or more countries or continents who share a purpose and voluntarily contribute knowledge, experience, staff time, finances and other resources to achieve common goals. Our interactions with the PAN team clarified the nature of a research network as a programming modality.

Although Research Networks as defined by IDRC and international networks for social change share many common characteristics and values, there are key differences in them that added analytical richness to the evaluation. The key differences are in the nature of the relationships between the social actors who make up a network. A PAN-supported Research Network is organisationally a project that engages in networking to build relationships between autonomous research organisations and researchers in a number of Asian countries in order to address key ICT4D research challenges. IDRC provides funding and other support to a host institution that co-ordinates a program of research through contractual arrangements with researchers and research institutions, which are negotiated during the project design phase. In contrast, in an international network as we know them, the relationships are non-contractual, which combined with the autonomy of the participants, creates a very different

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<sup>6</sup> In the IDRC Outcome Mapping terminology, boundary actors are those individuals, groups, and organizations with whom the program interacts directly to effect change and with whom the program can anticipate some opportunities for influence.

organisational structure and glue. Lines of authority, responsibility and accountability are much more diffuse and complex. In both cases, the networks are complex and dynamic and they experience similar challenges from the highly unpredictable environments in which they operate. The fact that these Research Networks are accountable for a program of research and a set of defined objectives means they experience unique challenges in the area of project management and some particular tensions arise in the network that challenge some of the values of collaboration, participation and communication which we will discuss in other parts of the report.

It is important to note that this assessment focuses on the PAN-supported Research Networks as a whole and their results in the four outcome areas listed above. That is, the evaluation is not a detailed examination of each Network's activities and outputs. For this, each one has evaluations built into their respective project designs.

## 4. Methodology

The methodology was guided by four internationally recognised standards:

*Utility* – Serve the information needs of intended users.

*Feasibility* – Be realistic, prudent, diplomatic and frugal.

*Propriety* – Conducted legally, ethically and with due regard for the welfare of those involved in the evaluation, as well as those affected by its results.

*Accuracy* – Reveal and convey technically adequate information about the features that determine the worth or merit of the program being evaluated.

In this formative evaluation<sup>7</sup>, whose purpose is learning and taking action based on the findings, the participation of stakeholders is the key to success. Experience suggested that the greater the involvement of the PAN team and the four networks' staff and members, and the more the evaluators served as facilitators in a joint inquiry rather than experts wielding 'objective' measuring sticks, the greater would be the quality and validity of the evaluation.<sup>8</sup> Perhaps most importantly, through their participation, the primary intended users were to develop the understanding and the commitment required to take action based on the conclusions. Thus, the primary intended users were heavily involved from beginning to end.

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<sup>7</sup> The PAN Prospectus stipulates that a *summative evaluation* will eventually be done in order to determine and judge the overall value of the Research Networks. Those findings will inform and support major decision-making about the future of the program and model, including overall effectiveness, continuation, expansion and replication. The function of this *formative evaluation*, however, is to establish the Research Networks' strengths and weaknesses and assess progress, relative to the goals, at this point in their development, thus providing information for decisions to improve, modify and manage the Research Networks program.

<sup>8</sup> See, for example, Paul Engel, Charlotte Carlsson and Arin van Zee, "Making evaluation results count: Internalising evidence by learning", in *Policy Management Brief Policy Management Brief*, No. 16, August 2003.

This highly participatory nature of the evaluation had one big disadvantage. It required that PAN team members and Network leaders with heavy agendas had to devote over six months and many hours of their time to the evaluation.

The primary information gathered in the evaluation flowed from three sources. One, we received individual responses from 48 of the 76 stakeholders who received the administrative resilience questionnaire. This included all the primary intended users. Two, the eight primary intended users presented individually in writing and through personal interviews the outcomes to which they believed their respective PAN Network had contributed. Three, the evaluators reviewed the documents in the PAN archives. One weakness of the data collected was that the administrative resilience questionnaire relied on respondents' studying the paragraph definitions of each capacity before giving their opinion on the leadership, legitimacy, fundraising, etc. in their respective Network. It could not be verified if the respondents based their answers on these definitions or on their own interpretations of each of these capacities.

Data analysis was also triangulated. Following their individual responses to the administrative resilience survey, working as teams for each Network, the leaders and program officers agreed on their analysis of the significance of the stakeholders' opinions. Similarly, again as teams they agreed on the outcomes for their respective Network. Another level of analysis was added when we as evaluators analysed both the original findings and the PAN team members' and Network leaders' analysis in order to build the meta-analysis.

Following intensive and extensive (since July 2007) email correspondence, in January 2008 the terms of reference were agreed in principle and Mary Jane Real appointed as co-evaluator. The evaluation process began in late January and concluded in July 2008 (see Table 1).

The evaluators received indispensable co-operation and collaboration from the primary intended users and the members of the Networks. Without their participation, it would have been impossible to generate findings, analysis and conclusions for each one of the four Research Networks. In fact, while we accept full responsibility for the content of this report, as was the case with the entire evaluation, it benefitted from the intense participation of the Ottawa-based members of the PAN team.



**Table 1 – Milestones of the evaluation process, January-July 2008**

<b>28 January</b>	<b>Meeting in Ottawa of Laurent Elder, Trish Wind (of IDRC's Evaluation Unit), Chaitali Sinha and Ricardo Wilson-Grau</b>
<b>February</b>	Online survey consultation with the other six primary intended users (see Annex 2) and the final terms of reference for the evaluation were agreed (see Annex 3)
<b>February-March</b>	Review of PAN-supported Research Networks archives by evaluators
<b>March-April</b>	Design, consultation, piloting, revision, and administration to 76 stakeholders of an on-line questionnaire concerning the four Research Networks' administrative resilience
<b>March-April</b>	Design, consultation, piloting, revision, and administration of outcomes questionnaire to the four PAN team members and four Network leaders
<b>30 April – 2 May</b>	With network leaders and PAN team in Bangkok, interviews and workshop on PAN Approach to Networking for ICT4D and the outcomes formulated to date
<b>May</b>	Revision and final formulation of outcomes by each Network leaders and respective PAN team members
<b>May-June</b>	Analysis of administrative resilience findings by the eight primary intended users
<b>June</b>	Review of draft formulation of the PAN Approach to Networking for ICT4D and identification of weaknesses and suggestions for improvement
<b>6 July</b>	Draft report of findings and conclusions, by evaluators
<b>10-11 July</b>	Ottawa meeting to review findings, discuss conclusions and points for discussion
<b>30 July</b>	Final report by evaluators in close consultation with the primary intended users

## 5. Outcomes to date

Borrowing from a distinction developed for evaluating international social change networks, we identified two types of outcomes: one internal and the other external.<sup>9</sup> The internal outcomes refer to the developmental changes in the PAN-supported Research Network: Verifiable changes in the patterns of behaviour, relationships, or actions of the members of the network project that represent a significant development and to which the PAN Network contributed. The rationale is that a PAN-supported Research Network develops by changing the behaviour, relationships or actions of those who participate in it, as they reinforce each other and with joint strategies advance together to achieve their common purpose. They do not just improve but develop—they change their way of thinking and doing. The PAN-supported Research Network internal outcomes are in the first three outcome areas: Ensure greater knowledge sharing, more scope for research activities and greater capacity building.

PAN also aims to have impact outside of its project participants, namely the fourth outcome area: Influence policy and practice on information and communications technology for development. This is the area of external outcomes: The verifiable changes (in patterns of behaviour, relationships, or actions) in outside individuals, groups or organisations that relate to the purpose of the PAN-supported Research Network, and to which the network project contributed.

For both the internal and external outcomes, we applied these criteria:

- The results that a PAN-supported Research Network controls do not count as outcomes. Stakeholders expect the Network to achieve them.
- Nonetheless, if a change of someone or somebody within the Network represents a vital development, not just more but something different, it may be an outcome.
- Outcomes can be positive or negative, intended or unintended.
- Outcomes are part of processes of change. Some changes in other social actors may be relatively minor or preliminary compared to others.
- The relative significance of outcomes is highly contextual. What is significant in one country may be insignificant in another.

For each PAN-supported Research Network, the respective program officer and Network leader identified and formulated their outcomes.

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<sup>9</sup> This distinction was made before we realised that the Research Networks do not fit the international network definition. Nonetheless, we believe the rationale, albeit partial and adapted, is valid. For the full story, see Ricardo Wilson-Grau, “Complexity and International Social Change Networks,” chapter in *Assessing Progress on the Road to Peace*, Global Partnership for the Prevention of Armed Conflict, The Hague, 2008; Ricardo Wilson-Grau and Martha Nuñez, “Evaluating International Social Change Networks: A Conceptual Framework for a Participatory Approach”, *Development in Practice*, April 2007.

**Table 2 – Primary intended users**

<i>Network</i>	<i>PAN L10n</i>	<i>PANdora</i>	<i>PANACeA</i>	<i>ONI-Asia</i>
<i>Network leaders</i>	<i>Sarmad Hussain</i>	<i>Naveed Malik</i>	<i>Shariq Khoja</i>	<i>François Fortier</i>
<i>Responsible PAN program officer(s)</i>	<i>Maria Ng Phet Sayo</i>	<i>Maria Ng</i>	<i>Chaitali Sinha Laurent Elder</i>	<i>Chaitali Sinha Laurent Elder</i>

Based on an outcomes questionnaire (Annex 4), they identified 23 changes in social actors in one or more of the four categories: a) ensure greater knowledge sharing, b) more scope for research activities, c) greater capacity building and d) influencing policy and practice on information and communications technology (see Table 2). In this formative evaluation, we did not aim to verify each outcome, its significance or the contribution of each Research Network.

To qualify as outcomes, these changes had to be beyond the control of the PAN Network. The difference between outputs within control of the PAN Network and outcomes only within its influence is not always clear-cut. For example, PAN L10n trained and otherwise encouraged a dozen partners to integrate their work, which is an output controlled by the PAN Network. It was the teams, however, who took the initiative to begin sharing technology and expertise, which is an outcome influenced but not controlled by PAN L10n.

Initially working individually and then as a team per PAN Network, and in dialogue with us, the program officers and Network leaders developed their formulations of the outcomes. We also challenged them to explain the significance of each outcome and how the Network contributed to it. We lightly edited some of their final formulations. The fully formulated outcomes are in Annex 5.

As should be expected with start-up projects, the outcomes are principally internal, developmental changes by the Network partners<sup>10</sup> themselves.

Nonetheless, there begin to be external outcomes and the evaluation identified four. PAN L10n through its strategic partnerships has influenced a number of research centres to develop sustainable training grounds for continued work in language computing. PANdora has three external outcomes: the Distance Education Journal publishes PANdora partners' research; MIT (Massachusetts Institute of Technology) LINC (Learning International Networks Consortium) invites PANdora to participate in its conference and the distance

<sup>10</sup> In PAN, “partners” and “members” are used interchangeably.

education community of practice increasingly recognise PANDora researchers. A borderline outcome is PANACeA's role in strengthening Aga Khan University's capacity to administer a complex regional network project. The University is the administrative host but not a partner in the research sub-projects. AKU is, however, involved mentoring some of the subprojects and with research on the cross-cutting thematic issues – such as the health informatics overview. Thus, the outcome of the University building its capacity to manage a research network may be considered either an internal or an external outcome.

We encouraged respondents to identify outcomes that may represent a negative change.<sup>11</sup> Nevertheless, we did not register any negative outcomes. Furthermore, some changes in other social actors may be relatively minor or preliminary compared to others. Nonetheless, one of the benefits of outcomes is that they reveal a process of change. Over time, patterns of change will emerge.

Lastly, the respondents avoided the common mistake of approaching this task of assessing results achieved with a linear, cause-effect mindset that leads to expecting all their activities to have led to an outcome. The Research Networks and the environment in which they operate are highly complex, open and dynamic. Causality is messy, multi-level and multi-directional, as well as unpredictable. Outcomes often take time to emerge and some activities may never lead to an outcome – or may lead to an outcome months or years after the official completion of the project's duration.

We base our analysis below on the full formulation of the outcomes in Annex 5. All the paraphrased references, unless otherwise noted, are from the formulation of the outcomes in that annex. In order to facilitate the use of the annexes but not burden the reader with exhaustive cross-referencing, we only footnote the direct quotes.

### **Ensure greater knowledge sharing**

*The emphasis is on knowledge, rather than information, to reflect the process of translating data into thoughtful, relevant and meaningful parcels.*

*These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups. PAN believes networks can help ensure greater knowledge sharing through, among other things, its distributed nature, which allows its members to access a wide pool of knowledge to share at various levels within their immediate and extended social networks.*

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<sup>11</sup> For example, through a PAN Network's activities, it may generate a policy change regarding assignment of a university's funding for ICT4D that benefits some as was intended. If, however, this success takes funds away from another sector also important for ICT4D, it would be an unintended negative result of the Network's activities.

All four networks are successfully achieving the goal of enabling Asian researchers to access a wider pool of knowledge with the effect of, in PAN L10n's words, "reducing re-invention and redundantly spending resources,"<sup>12</sup> amongst other benefits. (See Table 3.)

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<sup>12</sup> See outcome "A dozen partners share technology and expertise at regional and country levels", Annex 5 - Outcomes PAN Networks, page 10.

**Table 3 - PAN Network Outcomes, 2005-2008**

Outcome area	PANdora	PAN L10n	PANACeA	ONI-Asia
<b>Ensure greater knowledge sharing</b>	<ul style="list-style-type: none"> <li>- Distance Education Journal publishes PANdora partners' research</li> <li>- MIT LINC invites PANdora to participate in its conference</li> <li>- Distance education community of practice increasingly recognises PANdora researchers</li> </ul>	<ul style="list-style-type: none"> <li>- A dozen partners share technology and expertise at country and regional levels</li> <li>- A dozen partners bridge the computer science and language divide</li> <li>- A dozen partners and nine project leaders incorporate Intellectual Property Rights as a significant dimension to their research</li> <li>- PAN L10n network members and secretariat embrace open licensing</li> </ul>	<ul style="list-style-type: none"> <li>- Network members are building research collaborations amongst themselves</li> <li>- Aga Khan University builds capacity to manage a research network</li> <li>- Advisory and Monitoring Team prioritise face-to-face meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Four partners begin sharing information and experiences</li> </ul>

Outcome area	PANdora	PAN L10n	PANACeA
<b>More scope for research activities</b>	<ul style="list-style-type: none"> <li>- MIT LINC invites PANdora to participate in its conference</li> <li>- Distance education community of practice increasingly recognises PANdora researchers</li> </ul>	<ul style="list-style-type: none"> <li>- Project leaders and teams adapt a user and gender focus</li> <li>- PAN L10n team goes international</li> <li>- Team leaders develop regional perspective</li> </ul>	<ul style="list-style-type: none"> <li>- PANACeA expands in Afghanistan and creates a new project on bio-surveillance</li> </ul>

Outcome area	PANdora	PAN L10n	PANACeA
<b>Greater capacity building</b>	<ul style="list-style-type: none"> <li>- Distance education community of practice increasingly recognises PANdora researchers</li> <li>- PANdora researchers develop the capacity to publish their research in the international media.</li> </ul>	<ul style="list-style-type: none"> <li>- Research centres develop sustainable training ground for continued work in language computing</li> <li>- Country teams develop technical capacity</li> <li>- A dozen partners share technology and expertise at regional and country levels</li> </ul>	<ul style="list-style-type: none"> <li>- Aga Khan University builds capacity to manage a research network</li> <li>- PANACeA project teams focus on health outcomes</li> <li>- PANACeA's AMT decides to develop a communications protocol</li> <li>- Advisory and Monitoring Team accepts the responsibility to support network members in difficult circumstances</li> <li>- Host university shows more trust in the partnership with IDRC</li> <li>- Twenty eHealth researchers strengthen their capacity</li> <li>- PANACeA partners engage in open and frank dialogue</li> </ul>

Outcome area	PANdora	PAN L10n
<b>Influence policy and practice on information and communications technology for development</b>	<ul style="list-style-type: none"> <li>- Distance Education Journal publishes PANdora partners' research</li> <li>- Distance education community of practice increasingly recognises PANdora researchers</li> </ul>	<ul style="list-style-type: none"> <li>- A dozen partners bridge the computer science and language divide</li> <li>- Project leaders and teams adapt a user and gender focus</li> <li>- A dozen partners and nine project leaders incorporate Intellectual Property Rights as a significant dimension to their research</li> <li>- PAN L10n network members and secretariat embrace open licensing</li> </ul>

**Source:** Annex 5 - Outcomes PAN Networks

With perhaps the exception of ONI-Asia, which is in its initial stages of operation, the Research Networks are sharing knowledge not just information amongst their immediate social networks, namely their network partners. Only PANDora, however, has achieved more extended knowledge sharing amongst other audience groups – the Distance Education Journal, MIT LINC and the broader community of distance education.

An important dimension of these outcomes is that in addition to being specific instances of knowledge sharing, they represent steps in a process of building a pattern of collective knowledge generation. For example, the PAN L10n partners accept open licensing in the case of intellectual property rights and, for their part, PANDora partners are working together to fill distance education gaps in Asia and changing their perspective to a “broader world view and role of region wide capacity building.”<sup>13</sup>

On the horizon of these initial outcomes of the Research Networks is the potential they are building to influence policy and practice changes, which PAN L10n, PANDora and PANACeA mentioned as part of the significance of their outcomes. The initial outcomes reveal these networks are becoming recognised as actors in their respective ICT4D fields. This recognition reinforces their advocacy potential. As PANDora explains: “What PANDora researchers say about Asian distance education (DE) becomes much more noticeable to the DE researchers, practitioners and policymakers at large, in the region. High visibility that comes with good research work helps to build up a brand name that is associated with IDRC’s hallmark support, and in turn also augments IDRC reputation.”<sup>14</sup>

In outcomes in the area of greater sharing of knowledge, both PAN L10n and PANACeA mention the importance of sustainability. PANACeA points out, however, that in the case of Aga Khan University, “The long-term sustainability of PANACeA depends on developing local ownership of the project.”<sup>15</sup>

### **More scope for research activities**

*From PAN's perspective, each research partner is limited by his or her particular circumstance – time, energy, resources, contacts. Therefore, programming through a regional thematic research network modality can enhance the scope for partnerships and resources - which in turn contribute to greater scope for research activities. Here are four examples. One, the stable*

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<sup>13</sup> See “Distance education community of practice increasingly recognizes PANDora researchers”, Annex 5 – Outcomes PAN-Supported Research Networks, p. 3.

<sup>14</sup> *Ibid.*

<sup>15</sup> See “Aga Khan University builds capacity to manage a research network”, Annex 5 – Outcomes PAN-Supported Research Networks, p.16.



*network structure can absorb funds to allow for more money to support new research activities. Two, the distributed and fluid nature of a network is conducive to a diverse group of individuals whose collective knowledge and experience can lead to new research activities. Three, the regional nature of the network can increase the scope of research activities to include additional countries where the research would be relevant. Four, the network can lead to spin off activities and projects that can be funded by other donors.*

The five outcomes achieved so far represent expanded scope for research in three ways. Geographically the scope has broadened. PAN L10n's increased engagement internationally "has allowed the leadership of the network to reach out to broader areas of work and to connect with non-network actors."<sup>16</sup> PANACeA expanded into Afghanistan adding another country to the PAN Network. PANL10N added Afghanistan and Tibet. PANDora was able to insert several new partnerships, after terminating ineffective ones. There is innovation too in research modalities as in the case of PAN L10n's breakthrough with user and gender focus or bio-surveillance in PANACeA. This latter change suggests IDRC funding is supporting at least one new research activity, which may be considered a spin-off project. The MIT LINC support for PANDora underscores that there is broader scope for research in the Research Networks and, furthermore, recognises that the quality is being enhanced as well. On the negative side, so far there are no outcomes reported that represent fresh funding from other donors.<sup>17</sup>

### **Greater capacity building**

*As a central tenet to all research supported by IDRC, PAN feels capacity building is particularly strengthened through a regional thematic network structure. Such a network provides an architecture whereby individuals with a common thematic focus join from various institutions (government, private, civil society, etc.) and contribute their respective skill sets and experiences. Through communication and knowledge management activities, training and peer support, as well as mentoring arrangements, members can learn from each other's skills. Moreover, when several members of the network could benefit from increasing their capacity in a new area or issue, a network-wide capacity building exercise (e.g., workshop) could help reach all network members (and perhaps even their respective institutions).*

This is the area where the Research Networks register the most outcomes; they correspond quite fully with the PAN criteria for greater capacity building. The significance of the Research

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<sup>16</sup> See "PANL10n team goes international", Annex 5 – Outcomes PAN-Supported Research Networks, p.13.

<sup>17</sup> Although not reported as an outcome, the PAN program officer informs that PANL10N attracted parallel LIP funding from Microsoft.

Networks for professional capacity building in the area of ICT4D research in Asia cannot be underestimated. Considering, for example, in the PANdora Network many researchers “are not fluent in English, habitually plagiarize to an extreme level when they write on anything in English, and do not gather and analyze data in scientifically acceptable ways.”<sup>18</sup>

In both PAN L10n and in PANdora, two more established Networks that have been producing research for years, researchers have developed the ability to meet perhaps the most stringent requirement: “Publication in academic media is probably the ultimate evidence that the project researchers have learnt and used research methods and thus have passed peer review scrutiny to be able to have their work accepted for publication. Publication is very important as it has to do with the elements of knowledge generation, production of evidence-based recommendations and dissemination for sharing of experience.”<sup>19</sup> In addition, PAN L10n has served as a catalyst for research centres to develop their training capacity, which will contribute to more systematic and sustainable support for language computing.

IDRC proposes that capacity building be achieved through communication and knowledge management activities, training, peer support and mentoring. It appears that the most effective means – and perhaps the most innovative – in the Research Networks has been the latter. In PANACeA, the modality of peer support and mentoring has been incorporated by creating the Advisory and Mentoring Team, which although not mentioned as an outcome, could in our view as external evaluators potentially be an important internal, developmental outcome. Similarly, in PANL10N, the mentorship role is exercised through three regional coordinating centres, one each responsible for technology, content and training. In PANDORA, Jon Baggaley, a senior Canadian university professor, has been mentoring the network partners during his two-year sabbatical, during which he was residing at various Network partner cities.

### **Influencing policy and practice on information and communications technology for development**

*Policy changes are modifications of formal or informal, written or unwritten political, cultural, social or religious norms that guide the actions of people, organisations and institutions in the sphere of the state, the market as well as in civil society. Changes in practice represent a modification of what is done in society – the laws or regulations must be applied, or new socio-cultural norms practised.*

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<sup>18</sup> See “PANdora researchers develop the capacity to publish their research in the international media”, Annex 5 – Outcomes PAN Networks, p. 5.

<sup>19</sup> *Ibid.*

Only two Research Networks report outcomes in this area, which is understandable since policy and practice outcomes will usually require a longer period of time to be achieved. The four outcomes registered by PAN L10n may at first glance not appear to be policy and practice changes. Nonetheless, when a dozen PAN L10n stakeholders embrace intellectual property rights, this is a modification of a norm that guides their actions. Similarly, when computer scientists and language experts collaborate for the first time, this is a breakthrough in the way things are done in society.

Notwithstanding, the most significant policy and practices changes will tend to be external to a PAN-supported Research Network, as the two for PANDora exemplify. The decision by the Distance Education Journal to dedicate a special edition devoted to distance education in Asia that primarily included articles from PANDora partners was a significant breakthrough in the international distance education community. According to Prof. Jon Baggaley, “We can safely say that PANDora has entered the mainstream DE literature in a major way.”<sup>20</sup> Furthermore, “The true test of research output is when it is cited by other practitioners in the field. The editor of the Distance Education Journal has reported in a recent communication that the PANDora/PAN Asia articles from that edition of the journal are being heavily cited in new submissions to the journal.”<sup>21</sup>

For its part, the PAN L10n outcomes can be seen as building blocks or steps in a process leading to changes in external actors. Consider, for example, the changes in perceptions between computer scientists and linguists. Previously, they “considered each other as totally different kinds of professionals who would not have much to do with each other. This project and network has certainly changed that, bringing linguists and computer scientists on a single platform and making both realize that they can successfully understand each other and work together to make meaningful difference through developing language computing.”<sup>22</sup> There has been a similar change of mind-set regarding open licensing: “Adopting open licenses to content and software developed under public funds is not only ethical but allows for greater knowledge sharing because the outputs are shared/given freely to the public.”<sup>23</sup> Of course, PANDora’s recognition by MIT is another building block. “The inclusion of MIT in subsequent PANDora

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<sup>20</sup> See “Distance Education Journal publishes PANDora partners’ research”, Annex 5 – Outcomes PAN-Supported Research Networks, p. 3.

<sup>21</sup> *Op cit*, page 1.

<sup>22</sup> See “A dozen partners bridge the computer science and language divide”, Annex 5 – Outcomes PAN-Supported Research Networks, p. 7.

<sup>23</sup> See “PAN L10n network members and secretariat embrace open licensing, Annex 5 – Outcomes PAN-Supported Research Networks, p.12.

efforts will lend even more credibility to its efforts and findings and will further enable the project to have a major influence on policy in the region.”<sup>24</sup>

## Conclusions on outcomes

The PAN supported Research Networks have been successful in all four areas of outcomes that IDRC set as goals. There are significant differences in the more external nature of the outcomes when comparing the two older and the two younger Research Networks. The experience of the two older Networks suggests that as the newer networks develop they too will generate outcomes that are more external.

There is a difference between the areas of outcomes being influenced by the Research Networks. They tend to generate more and more significant outcomes in the areas of capacity building and knowledge sharing. Why is there a tendency to be relatively less successful – for there to be fewer outcomes – in the areas of broadening the scope of research and influencing policy and practice? These two areas are certainly a different challenge. They represent changes that are farther away from the outputs that Research Networks control. They also are more external. Thus, it may just be a question of time before more and more important outcomes are generated in these two areas.

The evidence, particularly from the relatively more mature networks, point to a number of practices and decisions that contributed to the outcomes in all four areas. These include:

- Mentorship by the expert project leaders which elevated the research rigor and quality of writing to peer review standards and connected and promoted the networks in regional and international communities
- Cross-disciplinary and cross country requirements for research projects which deepened the research and changed researchers’ understandings of both the problem and the potential solutions
- Formal training as in the PAN10n summer school and other regional training events and face-to-face meetings
- Provision of funds and opportunities for researchers and network leaders to interact with a broader audience of like-minded people outside the network through publication and conference participation

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<sup>24</sup> See “Distance Education community of practice increasingly recognizes PANDora researchers”, Annex 5 – Outcomes PAN-Supported Research Networks, p. 3.

Many of these practices and decisions are reinforced in the analysis of the administrative resilience survey as well.

## **6. Meta analysis of the PAN-supported Research Networks' administrative resilience**

During the month of April, Chaitali Sinha invited the 76 stakeholders of the four Research Networks to answer an on-line questionnaire concerning their opinion about ten areas of network capacity. We defined these areas based on different sources of capacity-building expertise for international networks<sup>25</sup> but modified in consultation with the primary intended users to fit the requirements of PAN-supported Research Networks.

We designed the questionnaire for respondents with different relationships and varying degrees of involvement with each PAN Network. For the network project leaders, participants in the different networking activities and PAN team members involved in PAN L10n and PANDora, we expected more questions to be answered since these two more established networks are already taking action. For the much newer PANACeA and ONI-Asia, their answers were based on provisions made for administrative resilience and performance. In sum, the 48 respondents from 16 countries were substantial and thorough in their answers to the multiple-choice questions and they contributed a wealth of insights and ideas in their answers to the open-ended questions.

We tabulated the responses and distributed to the relevant program officer and PAN Network leader with two analytical questions about each one of the ten areas of capacity:

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<sup>25</sup> Based primarily on the original categories and descriptions in Suzanne Taschereau and Joe Bolger, *Networks and Capacity*, The European Centre for Development Policy Management (ECDPM), [www.ecdpm.org](http://www.ecdpm.org), February 2007.

In addition, these sources were used to modify the original definitions:

- Claudia Liebler and Marisa Ferri, *NGO Networks: Building Capacity in a Changing World*, PACT, November 2004
- Vanesa Weyrauch, *Weaving Global Networks. Handbook for Policy Influence*, Buenos Aires: Fundación CIPPEC, 2007.
- Madeline Church, et al, *Participation, Relationships and Dynamic Change: New Thinking on Evaluating the Work of International Networks*, 2003. Development Planning Unit, University College London, [dpu@ucl.ac.uk](mailto:dpu@ucl.ac.uk).
- Steve Waddell, *The Future of Global Action Networks: The Challenges and Potential*, A Report to USAID – GDA, August 21, 2006
- Anne K. Bernard, *IDRC Networks: An Ethnographic Perspective*, 2005
- Darcy Ashman, *Supporting Civil Society Networks in International Development Programs*, Edition 1, AED Center for Civil Society and Governance, December 2005

**1. Based on the quantitative and qualitative responses, how do you explain the responses? That is, what actors and factors<sup>26</sup> do you consider were decisive in the judgement of the majority of stakeholders?**

**2. Based on the open-ended qualitative responses, what changes should be made to improve that capacity in the PAN Network?**

The full quantitative and qualitative responses to the survey plus the analysis by the program officer and PAN Network leader are in Annexes 6-9. Here we present our meta-analysis of the program officers' and PAN Network leaders' analysis, capacity by capacity. We begin each section with the title and definition of the capacity. This is followed by a selective tabulation of the quantitative responses to the multiple choice questions about each capacity. Then we synthesize the program officers' and Network leaders' analysis.

## **Leadership**

*Based on existing literature, leadership in networks stands on two legs. One is the competencies of individuals who assume formal leadership roles (in the governing body, the global, regional or country secretariats or co-ordinating offices). The other is on the collective capability to recognize and engage emerging leadership in the network. The informal and fluid nature of networks is such that leaders must be comfortable with complexity and uncertainty. They must also be capable of dealing effectively with informal power and non-hierarchical relationships and processes. Consequently, research findings have shown that the traditional, solitary, authoritarian leader model will not work. Network leadership requires the skills of building consensus, resolving conflict, and facilitating joint action.*

In the Survey, we asked respondents to assess their leadership according to these four specific criteria:

- 1. Ensure the fullest equal participation among the sexes in the overall decision-making processes.*
- 2. Emphasize building relationships of trust internally and externally.*

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<sup>26</sup> We explained to the respondents that by "actors" we meant "key people or institutions within or outside of the PAN Network – for example, one or a group of members, the host institution, allies, social actors that you are attempting to influence, as well as you as network leader and program officer(s)."

Regarding "factors", we explained that these include "the principal political, economic, social, cultural, technological, environmental, financial, psychological states and conditions that may affect your capacity – for instance, changes in government, the price of oil, civil society's views and practices around ICT, improvement in ICT infrastructure, natural disasters, funding for the network, and indeed specific incidents of success and failure of the network and their effect on the members and on you yourselves."

3. Support everyone to interact effectively in a creative, constructive and gender sensitive manner.

4. Where appropriate to activities or issues, encourage leadership to emerge around the network.

We folded these together to give a composite answer to the overarching question: **To what extent does the current leadership of your network meet the one-paragraph description?**

**Table 4 – Stakeholders’ satisfaction with leadership**

Network project (and number of respondents)	Outstanding	Better than required	Has basic qualities and skills	Deficient	Do not understand the question	No opinion or not applicable if network leader
<i>PANdora (11)</i>	48%	21%	23%	0	0	9%
<i>PAN L10n (20)</i>	44%	25%	17%	1%	5%	8%
<i>PANACeA</i>	37%	37%	14%	6%	0	8%
<i>ONI – Asia</i>	0	17%	42%	0	0	42%

With the exception of ONI – Asia, the stakeholders consulted expressed considerable satisfaction with leadership in their respective Research Networks. The ONI-Asia respondents explain their less than full satisfaction when we asked them if they have general comments or suggestions about leadership in the network and how it might be improved. In their analysis of respondents’ quantitative and qualitative answers, the program officer and network leader recognise the limitations. “There has been a certain lack of initiatives, communication, and dynamism that would be necessary to stimulate network participation.”<sup>27</sup> This is a combination of “the network being at an early stage, the distributed leadership among three individuals who are highly committed to other initiatives and responsibilities, and the expected and unexpected delays that have plagued the project since the inception workshop in Manila.”<sup>28</sup> The solution they propose is a stronger time commitment by the director and other project leaders.

<sup>27</sup> See Annex 9 – Analysis ONI-Asia Survey, p. 3.

<sup>28</sup> *Ibid.*



PANdora's program officer and network leader explain the satisfaction in terms of the network project's management and strong leadership itself. Basically, they consider that the leadership performed well in timely selection, support and communication with partners, quality control and clear definition and delegation of responsibilities, all of which has been evident to the project's partners. They make a wide range of suggestions for improvement that add up to doing better what they are doing now, except for "where weaker partners are involved and where the need is greatest, a clear mentoring and supporting structure should be adopted."<sup>29</sup>

We consider it noteworthy that the elements of success of leadership in the Research Networks all revolve around the leaders themselves. Other actors, such as partners of the network, were not central to the success of leadership. Factors too were not mentioned. For example, might the magnitude of IDRC funding enable the network project leaders to be especially effective, or has the current uneven state of technological development in Asian countries created unique opportunities for leadership in ICT4D?

## **Legitimacy**

*Effective networks have a status that enables them to operate with the general consent of its internal and external stakeholders. This legitimacy is derived from the network operating according to universally recognised ethical and legal norms and procedures. The legitimacy is also generated by a network effectively connecting individuals across organizational, sectoral and jurisdictional boundaries, creating a legitimate 'third space' for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants.*

### **How well do you consider the network is at fostering legitimacy amongst internal and external stakeholders?**

As shown in Table 5, with the exception of PANACeA, the level of satisfaction is less than with leadership. Nonetheless, across the four Research Networks well over half of the respondents who had an opinion considered the degree of legitimacy sufficient or better. Although only one respondent said she or he did not understand the question, there is some evidence of different interpretations of the legitimacy description. The program officer and network project leader of PANACeA suggest, "some of the respondents have conflated the notion of legitimacy and management of the network."<sup>30</sup>

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<sup>29</sup> See Annex 6 – Analysis PANdora Survey, p. 4.

<sup>30</sup> See Annex 8 – Analysis PANACeA Survey, p. 7.



For PANACeA and PANDora program officers and network leaders, their legitimacy is a function of tight management. As those of PANDora say, the leadership was “constantly engaged and requiring compliance to rules and norms of network behaviour”.<sup>31</sup>

**Table 5 – Stakeholders’ satisfaction with legitimacy**

<b>Network project (and number of respondents)</b>	<b>Outstanding</b>	<b>Better than required</b>	<b>Sufficient</b>	<b>Deficient</b>	<b>Do not understand the question</b>	<b>No opinion</b>
<i>PANdora (11)</i>	<b>9%</b>	<b>36%</b>	<b>46%</b>	<b>0%</b>	<b>0%</b>	<b>9%</b>
<i>PAN L10n (19)</i>	<b>21%</b>	<b>16%</b>	<b>53%</b>	<b>5%</b>	<b>5%</b>	<b>0%</b>
<i>PANACeA (12)</i>	<b>50%</b>	<b>17%</b>	<b>8%</b>	<b>8%</b>	<b>0%</b>	<b>17%</b>
<i>ONI-Asia (6)</i>	<b>0%</b>	<b>0%</b>	<b>50%</b>	<b>17%</b>	<b>0%</b>	<b>33%</b>

In PANDora, however, legitimacy was also a result of their outputs, namely publications that gave the network partners a sense of achievement. They recognise that the particularly contentious issue of intellectual property rights has been disruptive of consensus within the network project. Resolving this question is one area for improvement of legitimacy. Another is the need to improve intra-network communication and sharing.

In PANACeA, the network partners played a role generating outside interest in PANACeA, including it serving as a creative space for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants. In PANACeA too communication through visits, mentoring and more conventional communication tools and activities, along with co-ordination among partners, are desirable.

For its part, ONI-Asia is simply too new to expect any significant sense of legitimacy and much less ideas for improvement.

In our analysis, the three Research Networks are certainly legitimate. They can count on the consent of at least their internal stakeholders. (The external stakeholders were not consulted in this evaluation.) The norms and procedures are acceptable to the partners who are engaged in varying degrees, and often thanks to the vigour of the leadership, in collaborating in a third space and creating a sense of identity with this common effort. There are signs too that the networks

<sup>31</sup> See Annex 6 – Analysis PANDora Survey, p. 6.

are gaining legitimacy before the external audience. This is not demonstrated in this survey but through the outcomes that have been achieved to date.

## Resource Mobilisation

*Networks need to be able to mobilize and leverage financial resources in order to encourage new ideas and coordination, and to support weaker participants who rely on the network for project funds.*

### How satisfied are you with your network's fundraising?

**Table 6 – Stakeholders' satisfaction with resource mobilisation**

Network project (and number of respondents)	Very satisfied	Moderately satisfied	Do not understand the question	No opinion or not applicable
<i>PANdora (12)</i>	33%	25%	8%	33%
<i>PAN L10n (19)</i>	21%	68%	0%	11%
<i>PANACeA (12)</i>	17%	33%	0%	50%
<i>ONI-Asia (6)</i>	0%	67%	0%	33%

There is broad satisfaction with funding amongst network project members who have an opinion. The level of IDRC financial support is sufficient and therefore there is no need to raise additional funds. Nonetheless, PANdora, PAN L10n and ONI-Asia do not perceive resource mobilisation as a priority at this stage in their development. There is broad agreement that fundraising will eventually have to be done.

PANdora foresees opportunities for funding by national governments. PAN L10n believes the Network should “self organize into a sustainable group not be dependent on the [IDRC] project but as a research network.”<sup>32</sup> PANACeA considers the issue will be important for their Network project in the future. For PANACeA “the growing interest in the PANACeA model from outside

<sup>32</sup> See Annex 7 – Analysis PAN L10n Survey, p. 6.

and the vibrant ehealth research sector in Asia, necessitates a growth and evolution plan for the network.”<sup>33</sup>

## Financial Management

*Raising money is one key to success in international networks. Managing the money once it has been raised is another. Networks whose purpose and scale requires funding for joint project work, seeding innovation, or operational capacity of one or more co-ordinating offices, require good financial management systems. This is necessary to be effective, to meet accountability requirements of their funders, and to ensure transparency within the network.*

**How satisfied are you with a) the financial policies on how your network should and should not manage finances, b) spending, including the transfer of funds to partners, and c) accounting for money received and spent in your network?**

Respondents’ satisfaction or dissatisfaction with each of the three aspects were fairly consistent. That is, about the same percentage of respondents were satisfied or dissatisfied with financial policies as were with spending or accounting for money. We integrated the responses to the three dimensions into one overarching question about satisfaction with financial management as a whole since no one was very dissatisfied and only one respondent for PAN L10n did not understand the question on accounting for money.

**Table 7 – Stakeholders’ satisfaction with financial management**

Opinion on the effectiveness of the participation in each network project	Very satisfied	Moderately satisfied	Dissatisfied	No opinion
<i>PANdora (12)</i>	37%	43%	17%	3%
<i>PAN L10n (19)</i>	40%	40%	0%	18%
<i>PANACeA (13)</i>	10%	62%	15%	13%
<i>ONI-Asia (6)</i>	6%	12%	6%	76%

Although a strong majority of respondents are satisfied with financial management, in this case moderate satisfaction of a significant majority for two networks and of a majority of PANACeA

<sup>33</sup> See Annex – Analysis PANACeA Survey, p. 8.

is noteworthy. In financial management, a lack of full satisfaction can be more problematic than in other areas, for the same reason that a financial statement that does not balance – even to a dollar – is unacceptable since it may be an indicator of a major fault in the accounting system and not human imperfection.

Upon examining therefore the reasons for dissatisfaction, it is reassuring that none appear to be systemic. For example, PANdora uses a two-tier system of financial disbursement and accountability that sometimes have presented “huge problems”<sup>34</sup> but which the Network solved. Similarly, the Network leader actively intervened to resolve the lack of an acceptable balance between disbursing funds prior and after the delivery of research outputs. For its part, PAN L10n has effective risk-averting measures built into quarterly reports for monitoring purposes. Thus, the less than full satisfaction appears due to difficulties, as in the case of PANACeA where the host institution “Aga Khan University’s tight financial management systems led to some delays, confusion, and for some network members, frustration, when it came to financial reporting and receiving funds.”<sup>35</sup>

More communication and transparency combined with timely problem-solving promises to lead to greater satisfaction. PANdora suggests an on-line accounting system. PAN L10n asks for greater clarity about what level of disclosure of financial information is appropriate. The network project leader is “not sure whether [greater transparency] will help or hurt the project”.<sup>36</sup> PANACeA highlights the responsibility of IDRC, as the source of funding, to engage with the host institution in developing the norms and procedures for administration of the grant money. As the leader of PANACeA explains, “It was therefore necessary that clear guidelines were provided to the host institution, and an institutional relationship was built between IDRC and the host institution. This has happened over time, but could have been fast-tracked with appropriate planning.”<sup>37</sup>

## Participation

*Given the voluntary nature of networks, the capability to facilitate participation is of paramount importance. Participants have a variety of expectations, perspectives and experiences. Enabling them to do things together will add value to what they would otherwise have done individually. That is to say, effective networks attend to both the tasks to be done and the social relations to be*

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<sup>34</sup> See Annex 6 - Analysis PANdora Survey, p. 9.

<sup>35</sup> See Annex 8 – Analysis PANACeA Survey, p. 12.

<sup>36</sup> See Annex 7 – Analysis PANL10n Survey, p. 8.

<sup>37</sup> See Annex 8 – Analysis PANACeA Survey, p. 12.

*fostered. Networks also facilitate the engagement of their participants in dialogue, decision making, shared activities and conflict resolution.*

In the Survey, we asked two questions:

- **How well does the network leader, network participants and PAN Asia team members balance working together—getting things done—and engaging with each other in ways that add value to their work and experience in the network?**
- **How well do the network leader, network participants and PAN Asia team members facilitate participants of different sexes, experiences and perspectives to engage in collective dialogue, decision making, conflict resolution and other shared activities?**

As the reader can see in the Annexes 6-9, the answers to both questions are very similar in each network. Therefore, here we have folded them together into Table 8 to represent the collective opinion on the effectiveness of three categories of network participants in both working together and in ensuring diversity in the different aspects of network activity.

**Table 8 – Stakeholders’ satisfaction with participation**

Network project (and number of respondents)	Opinion on the effectiveness of the participation in each network project				
	Outstanding	Better than required	Have basic qualities and skills	Deficient	No opinion
<b>Network leader</b>					
<i>PANdora (12)</i>	<b>54%</b>	<b>17%</b>	<b>21%</b>	<b>0%</b>	<b>8%</b>
<i>PAN LI0n (19)</i>	<b>53%</b>	<b>19%</b>	<b>14%</b>	<b>0%</b>	<b>14%</b>
<i>PANACeA (13)</i>	<b>31%</b>	<b>46%</b>	<b>8%</b>	<b>8%</b>	<b>8%</b>
<i>ONI – Asia (6)</i>	<b>0%</b>	<b>8%</b>	<b>42%</b>	<b>8%</b>	<b>42%</b>
<b>Network participants</b>					
<i>PANdora (12)</i>	<b>25%</b>	<b>21%</b>	<b>42%</b>	<b>13%</b>	<b>0%</b>
<i>PAN LI0n (19)</i>	<b>8%</b>	<b>36%</b>	<b>33%</b>	<b>11%</b>	<b>11%</b>
<i>PANACeA (13)</i>	<b>4%</b>	<b>69%</b>	<b>8%</b>	<b>12%</b>	<b>8%</b>

Network project (and number of respondents)	Opinion on the effectiveness of the participation in each network project				
	Outstanding	Better than required	Have basic qualities and skills	Deficient	No opinion
<i>ONI – Asia (6)</i>	0%	17%	8%	8%	67%
<b>PAN Asia team members</b>					
<i>PANdora (12)</i>	38%	54%	8%	0%	0%
<i>PAN L10n (19)</i>	24%	32%	15%	3%	26%
<i>PANACeA (13)</i>	31%	42%	12%	8%	8%
<i>ONI – Asia (6)</i>	0%	33%	25%	8%	33%

There is general satisfaction with the participation of network leaders and PAN program officers, although in the case of ONI-Asia, it is too soon to gauge satisfaction. The involvement of network participants, however, is somewhat lower, especially in PANdora and PAN L10n. PAN L10n explains that this is simply because network leaders carry the majority of responsibilities in the projects.

In PANdora, the issue of participation at moments has been critical: “We had partners from Laos, Vietnam who were recalcitrant; after due diligence was given to trying to change their behaviour, we terminated their participation and replaced them with Bhutanese and Chinese partners.”<sup>38</sup> The factor therefore is the difficult selection of network partners in developing countries where research capacity is especially low. In addition, the network leader and program officer identify faulty communication overall and even within sub-projects.

In PANACeA, the relative dissatisfaction with network participants’ engagement is explained because “the number of strong ehealth researchers we are working with is limited. This makes cross-project appointments very logical.”<sup>39</sup> But this small core of participants is over-stretched with consequent reduced efficiency and productivity. An additional structural problem is the dilemma identified by the PANACeA program officer and network leader: “On one hand, PANACeA wants to support the institutions and researchers from developing countries, who need support to develop their capacity and knowledge in eHealth research. This requires more

<sup>38</sup> See Annex 6 – Analysis PANdora Survey, p. 11.

<sup>39</sup> See Annex 8 – PANACeA Survey, p. 15.

time from the project leader initially to develop the structure of the network, before working on strengthening the relationships. It is hard to balance these two tasks....”<sup>40</sup>

Neither the program officer nor the network leader explains the positive recognition of the participation of the PAN team.

Network leaders and program officers also identify improved communication and interaction as the means to foster greater and more effective participation in the Research Networks. Equally important, all four Research Networks are young and there are growing pains to overcome. They must be allowed time to get started.

We are struck that the issue of diversity, and gender diversity in particular, is not a problem in any of the Research Networks. There appears to be the same pattern of satisfaction with the situation of gender equity in the Research Networks as there is for overall engagement and co-operation. This is to say that there is satisfaction with the progress being made towards gender equity.

### **Network Management**

*For a network to grow and develop requires flexible, internal management. Network managers are not limited to those formally appointed as a network leader; many people in a network can contribute to good management. Effective network managers operate with a mindset focused on serving the network. They work with participants and with each other to frame network priorities, and then mobilise the knowledge, experience and resources (internal and external) to address identified priorities.*

*Simultaneously, they are change managers. They allow for autonomy, diversity of approaches and flexibility in how things are done at the global, regional, national and more local levels. Trust gained through effective management of relationships gives managers credibility. Trusted managers are better able to engage participants in productive dialogue, to make the best choices for the network to achieve its purpose, and to sustain its energy.*

### **How well are these management functions being performed in your network?**

Respondents concentrated their responses in three of the six possible responses: Optimally, Adequately, and Requires improvement. None of the respondents considers that the management functions are not being performed. Only one of the 38 respondents did not understand the question and 5 did not have an opinion. Therefore, we have decided to focus our analysis on the management functions requiring improvement.

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<sup>40</sup> See Annex 8 – PANACeA Survey, p. 16.

**Table 9 – Stakeholders’ satisfaction with network management**

Which of these management functions require improvement?	Network project (and number of respondents)			
	<i>PANdora</i> (11)	<i>PAN L10n</i> (19)	<i>PANACeA</i> (13)	<i>ONI – Asia</i> (5)
1. Strive to provide all working group participants regardless of sex the opportunity to collaborate in activities that make best use of their skills and contribution.	0%	21%	15%	20%
2. Co-ordinate effectively participants’ activities in individual projects.	9%	16%	23%	60%
3. Co-ordinate effectively between and among the projects of the network.	0%	26%	23%	80%
4. Co-ordinate effectively with other networks on common action issues.	0%	47%	39%	80%
5. Seek to ensure that the results of your network are more than the sum of the activities and outputs of the different projects and working groups.	0%	21%	8%	40%
6. Actively concerned that the network support participants to become more competent and committed advocates of ICT4D.	0%	11%	23%	20%

Respondents consider the management of these relatively young Research Networks is sound. The factors identified as decisive in the network stakeholders’ positive judgement on network management include: Active problem solving by the network leaders, delegation of responsibility to country partners, and network project experience and maturity.

However, compared to the other Research Networks, respondents for ONI-ASIA are more concerned with the need for management to improve, which appears to be because the management of the youngest PAN Network is not fully operational. Overall, the relative weakness of all four network projects in co-ordinating with others on common action is to be



expected; co-ordination with others understandably has less priority early in a Network's development.

## Communication

*Effective networks have significant capability to facilitate rapid, continuous and broad-based interaction among participants and with key stakeholders.*

### How satisfied are you with...

Only one person did not understand a question. A respondent from ONI-Asia did not understand what was meant when we asked, "How satisfied are you with the gender sensitive manner of communication in your network"? Thus, we have taken out that column.

**Table 10 – Stakeholders' satisfaction with communication**

Network project (and number of respondents)	Opinion on the effectiveness of the communication in each network project				
	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	No opinion or not applicable
<b>Opportunities for face-to-face communication</b>					
<i>PANdora (12)</i>	46%	27%	27%	0%	0%
<i>PAN L10n (19)</i>	26%	68%	0%	5%	0%
<i>PANACeA (13)</i>	15%	77%	8%	0%	0%
<i>ONI – Asia (5)</i>	20%	60%	20%	0%	0%
<b>Use of ICT for virtual communication</b>					
<i>PANdora (12)</i>	27%	64%	9%	0%	0%
<i>PAN L10n (19)</i>	21%	68%	5%	0%	5%
<i>PANACeA (13)</i>	39%	46%	15%	0%	0%
<i>ONI – Asia (6)</i>	0%	100%	0%	0%	0%

Network project (and number of respondents)	Opinion on the effectiveness of the communication in each network project				
	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	No opinion or not applicable
<b>Use of the website and discussion boards for sharing information</b>					
<i>PANdora (12)</i>	27%	55%	9%	0%	9%
<i>PAN L10n (19)</i>	26%	47%	16%	5%	5%
<i>PANACeA (13)</i>	31%	54%	8%	0%	8%
<i>ONI – Asia (6)</i>	0%	40%	40%	0%	20%
<b>The gender sensitive manner of communication in your network</b>					
<i>PANdora (12)</i>	55%	36%	0%	0%	9%
<i>PAN L10n (19)</i>	22%	33%	6%	6%	33%
<i>PANACeA (13)</i>	54%	39%	0%	0%	8%
<i>ONI – Asia (6)</i>	20%	40%	0%	0%	20%

There is general satisfaction with communication in the four Research Networks. Nonetheless, communication is vital in international networking where the basis of success is in the relationships amongst the members. Thus, moderate satisfaction, as well as outright dissatisfaction, is cause for concern. Moderate satisfaction predominates in all Research Networks for the first three dimensions of communication, although some respondents registered varying degrees of dissatisfaction as well. In two of the four Networks, there is also moderate satisfaction with gender sensitive communication, with several respondents from PAN L10n and ONI-Asia indicating not dissatisfaction but that they do not have an opinion or this is not applicable.

The factors that explain the general satisfaction with communication include the mix of communication modes – face-to-face and virtually – with Network leader’s use of frequent emails and country visits for trouble-shooting. Furthermore, PANACeA has a communication strategy integrated into the design of the network project. PANdora has regular i-vocalised audio conferencing sessions, an interactive website and annual research synthesis meetings. PANL10N

has a domain-broad community discussion list, an interactive website and frequent face-to-face contact by the network leader.

The Network leaders and PAN program officers give different explanations for the less than optimal satisfaction. PANDora suggests that one is language, since English is not the first language for any of the partners. ONI-Asia identifies the lack initiative of the network leader and the lack of using the most modern ICT tools. The surveys reinforce that familiarity with ICTs and ICT4D does not necessarily include comfort and familiarity with using these tools to communicate in a network and reinforce knowledge sharing, participation etc.

Solutions proposed by the leaders and program officers include rigorous training, provision of appropriate equipment and software, regular virtual meetings, development of protocols and guidelines for electronic communication, co-ordination of communication management, and even more attention by leaders. The goal would be as the PANDora program officer and network leader say, “e-communication would become second nature.”<sup>41</sup>

### **Knowledge Management and Learning**

*Successful networks have the capability to add value by supporting internal processes of reflection on the experiences of the network and that of others. These reflections are then used to refine goals, policies and priorities. Successful networks also invest translating data into thoughtful, relevant and meaningful parcels. These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups within their immediate and extended social networks.*

**How satisfied are you with a) the learning processes, b) knowledge management and c) the extent of ensuring gender equality in all aspects of these learning processes and knowledge management?**

Respondents’ satisfaction or dissatisfaction with each of the three aspects was consistent. That is, about the same percentage of respondents were satisfied with learning and knowledge management and gender in those aspects. Therefore, we analyse the degrees of satisfaction with knowledge management and learning as a whole. No one was very dissatisfied or did not understand the question so we also did not include these columns in Table 11, below.

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<sup>41</sup> Annex 6 – Analysis PANDora Survey, p. 16.

**Table 11 – Stakeholders’ satisfaction with knowledge management and learning**

<b>Network project (and number of respondents)</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Dissatisfied</b>	<b>No opinion</b>
<i>PANdora (11)</i>	<b>45%</b>	<b>48%</b>	<b>3%</b>	<b>3%</b>
<i>PAN L10n (19)</i>	<b>32%</b>	<b>54%</b>	<b>7%</b>	<b>7%</b>
<i>PANACeA (13)</i>	<b>44%</b>	<b>33%</b>	<b>13%</b>	<b>10%</b>
<i>ONI-Asia (5)</i>	<b>0</b>	<b>53%</b>	<b>13%</b>	<b>33%</b>

Expectedly perhaps for four research networks, they are strong in knowledge management and learning. Program officers and Network leaders consider mentoring a key factor of success. Another is the offer of opportunities to participate in international meetings, workshops and conferences to present their work and learn from that of others. PAN L10n mentions its website as contributing to the high satisfaction with knowledge management.

In fact, the suggestions for improvement are understandably to improve what is already being done, especially in the area of communications.

### **Adaptive Capacity**

*A minimum of stability (in leadership, staff and financial resources) is needed for networks to consolidate and grow. Networks need strong analytical and adaptive capabilities to keep them alive in the face of changing contextual realities. They have the capability to add value by supporting internal learning processes that can help to refine goals and priorities. That is, they are strategic: able to adjust thinking and actions in response to changing circumstances based on improved knowledge and understanding.*

### **How satisfied are you with your network’s capacity to create new structures, systems and procedures when needed?**

No one was very dissatisfied or did not understand the question and so we have left out those columns.

**Table 12 – Stakeholders’ satisfaction with adaptive capacity**

<b>Network project (and number of respondents)</b>	<b>Very satisfied</b>	<b>Moderately satisfied</b>	<b>Dissatisfied</b>	<b>No opinion</b>
<i>PANdora (11)</i>	<b>46 %</b>	<b>27 %</b>	<b>0 %</b>	<b>27 %</b>
<i>PAN L10n (19)</i>	<b>42 %</b>	<b>53 %</b>	<b>0 %</b>	<b>5 %</b>
<i>PANACeA (13)</i>	<b>54 %</b>	<b>31 %</b>	<b>15 %</b>	<b>0 %</b>
<i>ONI-Asia (5)</i>	<b>0 %</b>	<b>40 %</b>	<b>20 %</b>	<b>40 %</b>

This is another area where these young Research Networks have demonstrated their capacity to grow and develop and as a result, there is widespread satisfaction with their adaptability. Decisive project management in difficult situations has been clearly a factor of success. For example, in PANdora: “Management when faced with non-performing partners took actions to assess, trouble shoot, coach, warn and terminate.”<sup>42</sup> Another factor is the continual development of the Research Networks due in no small part to consistent and substantial support from IDRC. PANACeA sees the leaders in their network project as being a major cause of satisfaction.

Since there are some unique tools and approaches in some of the Research Networks, learning from each other is potentially valuable. Possible sources of inspiration as well as initiatives for improvement include:

- More trouble-shooting visits;
- Install a better e-archive and learning management system such as Basecamp to monitor cluster groups’ learning;
- The network could have more frequent network-wide contact through e-conferencing, whether using Second Life or i-Vocalise, to share ideas;
- The use of an Advisory and Monitoring Team to enhance the ability of the network project to seize new opportunities and mitigate risks.

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<sup>42</sup> See Annex 6 – Analysis PANdora Survey, p. 17.

## Expertise

*Another distinctive capacity of networks is their ability to draw on knowledge and expertise from diverse sources. Effective networks do not merely aggregate resources. They take advantage of and leverage the capabilities and professional and technical resources that different stakeholders bring to the network. They also create new knowledge resources through the networking process.*

### How satisfied are you with your network's capacity to mobilise and develop gender-balanced expertise?

No one was very dissatisfied and only one respondent (from PAN L10n) did not understand the question. Thus, we have left out those columns.

**Table 13 – Stakeholders' satisfaction with expertise**

Network project (and number of respondents)	Very satisfied	Moderately satisfied	Dissatisfied	No opinion
<i>PANdora (11)</i>	36%	36%	9%	18%
<i>PAN L10n (18)</i>	32%	42%	11%	11%
<i>PANACeA (13)</i>	46%	39%	8%	8%
<i>ONI-Asia (5)</i>	20%	40%	0%	40%

Expertise is another strong capacity of the Research Networks, beginning with the high calibre of experts among the network leaders, their staff and the IDRC program officers.

One factor that explains the success in the area is the PAN network project's professionalism, including in highly gendered cultural settings. For example, the Network leader eventually terminated and excluded from the project two male Vietnamese researchers who were reluctant to work under a more qualified female Vietnamese sub-project leader. Another important factor is the practice of drawing from a wide pool of expert resource people. Sensitively fostering the development of expertise amongst the network partners without overwhelming them is another. Also, the Research Networks give priority to keeping abreast of innovations in their fields.

In the areas for improvement, these are some of the initiatives proposed:

- Engage middle-level resource persons who will have more time to coach and mentor weaker PANdora organizations to strengthen their Distance Education research and delivery capacities;
- Bring in other organizations to assume responsibility in training and technology transfer;
- Monthly Guest lecturer series for the whole network to learn and participate via Second Life or audio-video conferencing tools;
- Systematically obtain feedback on key areas for training in the future;
- Highlight a network project member each month on the web site.

### **Conclusions on administrative resilience**

There is general satisfaction among the respondents that their Research Networks have the ten basic capacities. There is room for improvement in many capacities – especially communication, resource mobilisation and participation – for all the Research Networks. In particular, the definitions of leadership, participation and resource mobilization may have to be altered substantially to capture accurately the nature of these capacities in Research Networks.

The evidence from the surveys on resource mobilisation, for example, bring to light a variety of opinions on what ‘sustainability’ entails and whether it is a goal for the network itself or the outcomes of the network in terms of their influence on participating researchers and institutions. The surveys revealed an emphasis on selecting appropriate partners for the network who would have the influence and institutional backing to sustain the research agenda within their own institutions and policy communities. Furthermore, although the respondents did not point out other significant areas of capacity that would be required for efficient and effective Research Networks, the primary intended users did.

In March, we consulted with the program officers and Network leaders about the capacities required in a PAN Network. As result, we modified and expanded the original list of seven capacities for international networks to ten.

**Table 14 – Review of PAN Network capacities**

<b>International network capacities as used in the survey</b>	<b>Additional PAN Network capacities and where they fit</b>
<b>1. Leadership</b>	Confirmed in March consultation
<b>2. Legitimacy</b>	<b>Policy formulation</b>
<b>3. Resource mobilisation</b>	<b>Sustainability</b>
<b>4. Financial management</b>	Confirmed in March consultation
<b>5. Participation</b>	Confirmed in March consultation
<b>6. Network management</b>	<b>Human Resource Development</b>
<b>7. Communications</b>	<b>Communications, internal and external</b>
<b>8. Knowledge management and learning</b>	<b>Interaction (outreach, advocacy, marketing with other stakeholders)</b> <b>Evaluative perspective</b>
<b>9. Adaptive capacity</b>	Confirmed in March consultation
<b>10. Expertise</b>	Confirmed in March consultation

Then in a brief brainstorming session during the mid-evaluation meeting in Bangkok, PAN program officers and Networks leaders identified additional capacities they considered are required in a PAN-supported Research Network. Subsequently, we matched that brainstormed list with the ten capacities, informed too by the results of the administrative resiliency and performance survey, and found that most would be covered by the list of ten, albeit with modifications made in the definitions.

Thus, by modifying the description of various capacities, the ten appear to be valid for Research Networks. Based on the suggestions by the program officers in the brainstorming session in Bangkok, three other capacities do not fit so easily and may require a substantial revision of some of the capacities or the creation of a new one. They are:

*Centrality of gender:* Although we did not highlight gender in the initial draft of the survey, when consulted in March on the draft survey design, the primary intended users pointed out that this is a crosscutting concern that needs to be addressed in the Research Networks. So to reflect the importance accorded by IDRC to this issue, the gendered aspects of the various areas of network capacities were included in various questions in the final version of the survey. Nonetheless, gender is not specified in any of the definitions of the ten capacities.



*Agreements on Intellectual Property Rights:* This is a dimension of knowledge management and learning and of legitimacy that is not reflected in the current definition of this capacity. One respondent indicated that “intellectual property rights is an aspect of network legitimization that must be dealt with in great depth”.<sup>43</sup> This is to ensure that Research Networks abide by universally recognised ethical and legal norms and procedures regarding generation and ownership of intellectual property.

*Production and Dissemination of Publications:* This is also an aspect of knowledge management and learning but for the Research Networks, research and the production of research outputs of publishable quality is a much more fundamental capacity.

Also, there is another capacity that perhaps could be added to the list:

*Project management:* This was not mentioned in the brainstorm or in the responses to the survey. Nonetheless, the evidence from the surveys clearly points to periodic tensions between administrative elements directly related to project management (e.g., proposal development and contracts, disbursement of funds, reporting requirements, IPR agreements, country clearance) and other network capacities including leadership, legitimacy, network management, financial management, participation and communication. The generally high levels of satisfaction despite these tensions highlight the adaptability of the network leaders and PAN team to respond to problems and learn from them. Given that the Research Networks are very much projects, we conclude that potentially this is a capacity that should be given similar priority as the other ten (or thirteen). These tensions reinforce our earlier conclusion that several capacities including leadership and participation might need to be revised. As with all the capacities, it is important to be clear about the specificity of the Research Networks. For example, decisive project management is not only possible but also desirable in Research Networks.

## **7. The PAN Approach to Networking for ICT4D**

As mentioned earlier, there is not a written, agreed formulation of the PAN approach to developing ICT4D network projects. Therefore, at the mid-evaluation meeting in Bangkok 30 April-2 May we interviewed the four program officers and the four Network leaders on their understanding of the approach. We then draft what we had understood were the purpose, principles and processes they had in mind and facilitated a discussion of this document. Later in May, we circulated a new draft for comments. Since the outcomes formulations and administrative resilience survey clearly showed that the approach was working, in June, we asked all eight primary intended users to comment on the weaknesses of the Approach and

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<sup>43</sup> See Annex 6 – Analysis PANdora Survey, p. 6.

actions that could be taken to improve it. (See Annex 10 - The PAN Approach: weaknesses and proposed improvements.)

One of the findings is that while there is broad agreement on the purpose and principles of the PAN Approach, attempting to define the steps in the process is an unhelpful exercise. As Chaitali Sinha says, “the process does not represent a strict chronology that must be adhered to; rather it provides a general set of steps the PAN team follows for developing some of its networks.”<sup>44</sup> Indeed, as shown in the document in Annex 10, the request for weaknesses and possible improvements further spurred a number of modifications to the steps in the process. Clearly, the context, timing, people involved, subject matter and other specificities of each Network has led to – and will continue to require – significant differences in how the general principles have been applied in order to fulfil the purpose: create a robust, efficient and effective PAN-supported Research Network. Therefore, here we analyse the suggestions for the purpose and the nine principles, based on the weaknesses in the agreed Approach and suggestions for improvement.

In two principles, we have slightly edited (see highlighted text) the principle when clarification was needed based on the comments from the primary intended users. If the comment from a program officer or Network leader suggests a modification in the principle, we propose it for discussion. When the solution to the weakness is simply improving implementation, we have not incorporated it into the analysis. The numerous suggestions for improvement are in Annex 10.

### ***The PAN Approach to Networking for ICT4D***

***Purpose:** Foster greater knowledge sharing, more scope for research activities, greater capacity building, developing resilience and risk mitigation through peer support and mentoring, changes in policies and practices and more administrative resilience through IDRC’s regional grant-making.*

The evidence from the survey and especially the outcomes the PAN team and Network leaders formulated, substantiate that this purpose is being successfully carried out. Through the PAN Approach, IDRC delegates administrative responsibility and authority, and one network leader suggests that IDRC and her grantees would benefit even more from greater decentralisation of PAN policy decision-making. “I think a realignment of this overall perspective would go a long way in changing the relations between partners across the North-South divide”.<sup>45</sup>

### **Principles**

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<sup>44</sup> See Annex 10 – The PAN Approach, its weaknesses and proposed improvements, p. 5.

<sup>45</sup> See Annex 10, The PAN Approach, its weaknesses and proposed improvements, p. 2.

- I. *Facilitate and build research capacity through peer review, mentoring, peer assistance to researchers and introduce appropriate technologies into research institutions in developing Pan-Asian countries.*
- II. *Generate and disseminate research and knowledge, internally and externally, as well as share experiences among researchers and institutions that can be generalized and scaled to solve significant social needs.*
- III. *Identify potential project network leaders with due diligence, facilitate them with resources (including contracts, stakeholders, consultants, etc.) and then trust them to implement the project and corresponding research agenda.*

Two other elements added by primary intended users are that PAN should ensure capacity building for the network leader; and building the relationship with the host institution deserves equal importance.

Furthermore, IDRC's and especially PAN's role is larger than what is outlined by this principle. When asked how to implement the principle, the program officers and network leaders explain:

“The PAN team provides support to the project as requested by the project network leader. This generally involves participating in network activities, commenting on draft outputs, leveraging contacts and resources; advising the project Leader on how to deal with tensions and problems that arise within the network from time to time.”<sup>46</sup>

- IV. *Support project development, management and evolution, including planning, monitoring and evaluation (PME) and knowledge management while nurturing a respectful, non-bureaucratic, participatory set of relationships with grant recipients.*

A remaining issue is who determines the research agenda. Although there is a practice of extensive consultation by IDRC, this process of decision-making is not, explicitly at least, covered in this or any principle.

The PAN Approach is not limited to “support” but also involves at times intervening. Thus, “we need to balance between support and interference”.<sup>47</sup> Consequently, the principle should be more explicit about where and when IDRC draws the line at intervening in network projects.

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<sup>46</sup> See Annex 10 – The PAN Approach, its weaknesses and proposed improvements, Point 12, p. 9.

<sup>47</sup> See Annex 10 – The PAN Approach, its weaknesses and proposed improvements, p. 4.

One program officer suggest that the magnitude of the task of facilitating and building of research capacity quickly – by Phase 2 – becomes overwhelming and that greater decentralization of mentoring and advising responsibilities should be pursued.

- V. *Be flexible with the budgets and timelines to permit adjustments to planning and budgeting, including allocating new funding or re-allocating approved funding and allowing time extensions as the need emerges.*

This principle begs the question of the criteria used to allocate funds. At the least, there is an expectation that whatever the criteria are, they be transparent. One Network leader explains, “the major issue is that the budget allocation is quite arbitrary (in our case equally divided) amongst research projects”.<sup>48</sup>

- VI. *Promote valid and appropriate research processes and methodologies, ensuring that sound social and gender analyses are incorporated.*
- VII. *Promote cross-country analysis and linkages, and regional syntheses across geographical diverse developing countries in Asia where IDRC works – placing special priority on the involvement of least developed countries.*
- VIII. *Assist the network projects to foresee trends and seize opportunities to sustain themselves after IDRC’s funding and support.*

This is the only case in which we did not find any evidence that PAN is implementing a stated principle. One network project leader softly suggests: “IDRC can work more to help raise funds from sources beyond IDRC. Maybe IDRC should team up with like-minded funding organizations to organize collective meetings with networked partners, creating newer many-to-many relationships between funding partners and research network partners.”<sup>49</sup>

- IX. *Encourage publication of research findings and results – electronically, printed media, and fora.*

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<sup>48</sup> *Op cit*, 7.

<sup>49</sup> *Op cit*, p. 5.

## Conclusions on the PAN Approach

The purpose and nine principles are “owned” by the four PAN program officers and four Network leaders. Implicitly, intuitively they have and are applying them in their successful development of the four Research Networks. The specific steps of how they apply the principles are another matter. Here there is a wealth of variations and from their comments (in Annex 10), it would appear neither possible nor advisable to draw up a minimum, common list of steps that all should pursue.

## 8. General conclusions

Purposely, we have woven conclusions throughout this report. We believe that they do not stand apart from the analysis on which they are based. Here, we wish to draw more general conclusions about the extent to which the evaluation has answered the three evaluation questions.

*Evaluation Question #1: What positive and negative outcomes are PAN L10n, PANdora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, iii) mentoring and peer support to build the capacity of its members, and iv) influencing policy on Information and Communications Technology for Development?*

The three Research Networks are influencing changes in social actors involved in their projects that go beyond the contracted activities and outputs. These developmental outcomes are in all three of the areas of knowledge sharing, broadening the scope of research and capacity-building. Furthermore, the two more established Research Networks – PANdora and PAN I10n – have begun to contribute to observable changes in the policies and practices of social actors outside of their Networks.

*Evaluation Question #2: How ‘healthy’ are the four Research Networks? This covers aspects of their administrative resilience and performance in these areas of networking competency: i) leadership, ii) legitimacy, iii) fundraising, iv) participation, v) network management, vi) communications, vii) knowledge management and learning, viii) expertise and ix) adaptive capacity.*

Overall, the four Research Networks are “healthy” in these nine areas (plus a tenth, project management) in the opinion of well over half of their stakeholders who gave their opinion. There is room for improvement, of course, especially in the areas of communication, participation and fundraising but there are no signs that the PAN Networking Approach needs to make major adjustments in the short term. The future after IDRC funding ends, however, would require significant adjustments. The four Networks have not demonstrated the capacity for resource mobilisation since they all are virtually 100% dependent on IDRC for project funding.

*Evaluation Question #3: What actors (and not just “boundary partners”) and factors have contributed to the health of the four networks (including the PAN Asia team’s support) from their inception and throughout their development?*

The main explanation for success revolves around the principal internal actors: the quality performance of PAN network leaders and the commitment and support of the PAN program officers and of IDRC. Interestingly, the PAN team and Network leaders did not mention outside actors or factors as central to success.

Finally, the fourth unstated question of *what is PAN’s approach to networking for ICT4D and how can it be improved?*, was addressed. There is agreement on nine guiding principles that PAN has developed for fostering Research Networks as an effective vehicle for IDRC support to ICT4D in Asia. Ideas were generated on how IDRC may pursue the principles and processes to create and develop Research Networks.

## **9. General points for discussion**

1. Capacity-building is a common goal of the Research Networks. Therefore, to what extent would it be valuable for the Research Networks to agree on a set of capacities that should be strengthened and developed across the board?
2. Similarly, not all capacities will have the same importance at the same time. Would it be useful to prioritise Network by Network the capacities to be strengthened in the short, medium and long-term?
3. Regarding the principles of the PAN Approach: *To what extent would agreeing on a set of principles for the PAN Approach to Networking for ICT4D be a useful tool for the assessment and development of the current Networks and the creation of new ones?*
4. The four PAN-supported Research Networks are exclusively funded by IDRC. PAN has the stated intention of attracting funds from other donors. *How realistic is it to expect other funders to make grants to a Network that does not have its own organisational and legal identity?*
5. The well-deserved reputation that the IDRC Research Networks are developing has tremendous potential to influence ICT4D policy and practice in Asia if they persevere and give priority to having this impact. If this advocacy role is to be central to the Research Networks, then *to what extent will the current Research Networks be challenged to achieve operational, financial and political autonomy in order to realise their potential as Asian initiatives that will be able to influence policy and practice among Asian ICT4D stakeholders?*

## 10. Reflections on Process and Findings from the PAN Team

As part of the participatory and reflexive tones that have underscored this formative evaluation and learning exercise, several intended users from the PAN team agreed to provide their reflections on a handful of questions related to the process of the study as well as the findings that emerged. Several guiding questions related to process and findings were developed and subsequently circulated for comments. The final questions – three process-related and four findings-related are listed below.

Process-Related Questions
1. Overall, how would you assess the investments you made in relation to the benefits accrued through the participatory nature of this formative evaluation study?
2. What aspects would you add, keep, or change if a participatory formative evaluation study were to be conducted in the future?
3. Are there other reflections you would like to share about the process of this study?

Findings-Related Questions
4. How do you expect the findings to influence (if at all) how you approach network project development within PAN?
5. In your opinion, do you think the network leaders will utilize the findings? If so, why? If not, why not?
6. In your opinion, are there specific elements, questions, or issues presented in this report that merit further investigation and reflection? If so, please explain.
7. Are there other reflections you would like to share about the findings of this report?



## **Question #1**

***Overall, how would you assess the investments you made in relation to the benefits accrued through the participatory nature of this formative evaluation study?***

***Respondent 1:*** I appreciated the fact that we were able to jointly define the survey questions and outcomes, which led to greater validity and far less questioning of the results. However the process to achieve that was time consuming and did lead to some evaluation fatigue. This could, in turn, lead to a dropping off of engagement and participation, which ultimately would have a negative effect on the results. Luckily, participation was relatively high and the results were valuable, hence the high investment led to high returns.

***Respondent 2:*** For me, it was not only long-drawn but intensively so - from input into the evaluation design, to inputting Questionnaire data, to intensive Outcomes work with the two projects (PANL10n and PAndora), to discussing the Evaluation results. I think the exercise has been very useful though in surfacing the networking processes, often held subterranean to project deliverables, a set of measures that project personnel are naturally most concerned about. I think the study was useful in flagging the way forward, that concern should be placed as squarely about the process towards achieving research deliverables.

***Respondent 3:*** My participation was cut short and I missed the final interface (in Ottawa) and the last leg of the process. However, I was able to provide feedback on the final report, much of which I think will be echoed here. Given this partial investment, so too are the benefits not understood in full (yet?). I think it was valuable for me to understand, particularly through dialogue, more about our dynamics with the project/network leads, clarify and come to communicate (as much for ourselves as anyone) our approach. Perhaps unintended - the exercise gave me an opportunity to interact briefly with Francois Fortier, and allowed i) us to finally meet face to face, and ii) me to better understand his thinking and reflections about the censorship (northern/freedoms bias) work preceding his present.

It was also an opportunity to connect with network leads and that is usually a good and enriching experience. Facilitation forced some exact articulation from us (I am thinking about Bangkok), and the individual talks allowed for space to work out the thoughts. So to have a facilitated setting with the all the networks - 'the mature' PANL10n, 'the transitioning' Pandora, and 'the infants' ONI and PANACeA - at the table to try to figure out the approach(es) that we operating under was indeed valuable for me.

***Respondent 4:*** As the PAN team member responsible for this evaluation study, I found myself investing a great deal of time planning the focus and design of the study (with colleagues in the Evaluation Unit, the PAN team, and the evaluators themselves), as well as participating in the different participatory activities throughout the data collection and analysis phases. In order to



learn from PAN's experience working through a programming modality as complex, dynamic and fluid as regional thematic networking, such a level of involvement – in my opinion – is required from the primary intended users to ensure they feel ownership of the process and findings, build and/or strengthen relationships throughout the process, and reflect on and apply lessons that emerge. Although some felt that the intensity of engagement was perhaps too high at times, my feeling is that the type of rich, animated discussions and debates that resulted may never have surfaced without a participatory design. I feel as though the high level of investment was matched by a comparably high level of return.

**Respondent 5:** My investment was clearly much lower than my colleagues because I was on leave for all but the very final stages of the evaluation. My perspectives on the evaluation are therefore as a partial insider. Although in the strictest definition of the intended user, I am not one of the primary intended users of the evaluation. However in a practical sense, as the responsible officer for two of the four networks included in the evaluation I am. Coming from outside the evaluation process I feel that the participatory nature of the evaluation is what has made it most useful for me and therefore I think it was a good methodology.

## **Question #2**

***What aspects would you add, keep, or change if a participatory formative evaluation study were to be conducted in the future?***

**Respondent 1:** I'd try to reduce the number of iterations of consultation. Another idea might be to have longer documented interviews of PAN in the beginning to get a better idea of context and a preliminary answer to the evaluation questions, which could then be validated by interviews of partners.

**Respondent 2:** I would try turning the roles of the PAN Team and the Network leaders upside down, to get at the heart of the networks' own perspectives. I would ask the four network leaders to take the lead and be helped by the evaluators to design the evaluation and engage the PAN Team as they had been engaged throughout this process.

**Respondent 3:** Overall, I would keep a lightweight version of this process for ourselves with consultations involving the network leads (face-to-face at least among themselves) once a year if possible. I think, if desired, the network leads could think about developing tools to capture the types of information that look at the resilience and effectiveness, with tailored indicators. Of course, as one said, there's a fatigue and sometimes a desire for autonomy, so I would recommend this only on demand.

I think the definition issue may have been flagged earlier but this is assuming hindsight. As

others have commented on the specific implications on the findings and evaluation already, I won't repeat but say I agree with the comments.

I don't know how to offer advice about trading between rigour and less transactions. Time for the questionnaires was longer than expected. Also, the analysis did not include sets of data where a question was not understood. I believe I was one of those who had in more than one section indicated I did not understand the question (but I think I qualified why). If this ambiguity about applicability (I assume I wasn't the only one) was known, then there might have been some discussion in Bangkok about it.

**Respondent 4:** I would keep the consultations with the primary intended users and the high level of involvement and energy throughout the process from all parties. I would add more time at the outset of the study to hammer out definitional issues and give the evaluators time to understand how PAN works with its research partners (above and beyond the document review that was conducted). I can't think of anything in particular that I would change at this time.

**Respondent 5:** I think the most important aspects to keep would be defining the evaluation questions and analyzing the material from the surveys.

### **Question #3**

*Are there other reflections you would like to share about the process of this study?*

**Respondent 1:** Not at this time.

**Respondent 2:** We need to consider whether this kind of evaluation is to become a permanent feature for PAN's networked projects. If so, it should be formally planned into each network's project design and time-frame at the project development/ planning stage.

**Respondent 3:** Not at this time.

**Respondent 4:** I appreciated the opportunity to engage in such a participatory exercise. Although we often discuss participatory practices with our partners, we get limited opportunities to undertake these ourselves.

**Respondent 5:** I was surprised by the lack of clarity of definitions in many aspects of the evaluation. The glaring one was in the definition of networks themselves. In the end I appreciated the insights that come from different types of networks but I feel that this misunderstanding also bogged the evaluation down a bit. Other areas where the lack of clarity was a problem were issues of sustainability and resource mobilization and for me in the understanding of what we meant by 'broaden the scope of research activities. I think the

session on the PAN Approach showed how even we assume a common understanding of things when perhaps one does not exist. Evaluators coming from outside IDRC will no doubt do the same. Some thought needs to go into avoiding too many misunderstandings in future evaluations.

#### **Question #4**

***How do you expect the findings to influence (if at all) how you approach network project development within PAN?***

***Respondent 1:*** It certainly will. First, it helps to have a shared definition of what we (PAN and our partners) mean by a research network. Second, it is useful to have a framework to help assess whether network leaders and the members feel their research network is helping them achieve the objectives they have set out, especially with regard to the process and values of running the network. Third, our network leaders need to be given resources to help build their capacities in network leadership and management. Fourth, at the network development stage, some thinking needs to go into the issue of sustainability of the work (if not the network).

***Respondent 2:*** I would work with the Project Leaders to insert a one-day workshop covering some of the extra soft-skills like "Leadership", "Participation", "legitimitization" into their regular technical capacity building workshop agendas - this on top of OM , Gender analysis, Research Methods ; Communication for Influence, Resource Mobilization, etc.

***Respondent 3:*** I think the findings and the process has given me better knowledge of the operations and iterations of the networks. It will help in modelling future networks, particularly in thinking through the purpose, governance and vitality of a network.

***Respondent 4:*** I feel the findings will influence how the PAN team approaches network development. Until now, much of the lessons that fed into the development of new networks would be captured from rPCRs, trip reports, team meetings and bilateral exchanges between PAN team members. One cannot deny the richness and depth of knowledge gain and exchange that occur through these means; however, there had been no broader activity undertaken to examine and learn from how PAN programs through this modality. First of all, the discussions around how PAN programs through networks was interesting as it revealed a healthy degree of variety and specificity in terms of designing and supporting networks. By examining the 'what' and the 'how' of PAN's approach(es) with equal input from the network leaders and PAN team, we were able to come up with a common purpose and list of principles. This will no doubt be of great use when approaching the design of a new network. In addition, the realization that the definition used for research networks within PAN is different from the definition for

international social change networks shed light on the types of frameworks or metrics IDRC can and should use to assess and learn from its networks. An output from the study was a revised list of capacities that can be further refined and discussed depending on a particular network. The investment made when identifying suitable evaluation frameworks, and subsequently the discussions that led to refinements and modifications, will hopefully be taken forward and owned by current and future PAN-supported networks.

**Respondent 5:** The findings specific to the networks for which I am the responsible officer are useful as both of these are in their early stages and there is time to improve in weak areas. Doing the participatory evaluation allowed us to reflect on our network projects and learn from the experiences of the relatively more mature projects. There were many remarks in the PANdora administrative resilience survey concerning management aspects and membership for phase II that I found interesting and will discuss more with the responsible officer.

## **Question #5**

*In your opinion, do you think the network leaders will utilize the findings? If so, why? If not, why not?*

**Respondent 1:** I think they will, in large part because some of the findings helped them hone in on new concepts (external outcomes, policy influence) that they can now focus on. Moreover, the health of a network framework, although not always well tailored to research networks, can give them some insights as to how they can engage with network members. Finally, most network leaders have been mainly concerned with their current work and haven't always had the luxury of envisioning the future. The discussion about sustainability of the work of their respective networks will probably help them to think about how to tackle that issue.

**Respondent 2:** I believe the network leaders would like to discuss the evaluation reports not only with the members of their own networks but also among themselves for exchange and problem-solving in relation to the experiences that they are facing.

**Respondent 3:** If it's possible, perhaps the leads can obtain the data from the surveys? I have heard one or two mention that it would be good to have a set of diagnostic tools and undergo a more focused evaluation of their individual network. I suppose the question can be posed to them to understand the interest (if any still).

**Respondent 4:** My sense is that network leaders have already begun utilizing the findings – whether this is through changing current practices or building in additional time and space for evaluative activities that build on their project-specific evaluation plans or that draw from the

specific and general lessons that emerged from this study. The four networks being examined were in different stages of development. Therefore, the type of utilization will differ depending on what is deemed valuable. I feel the fact that the evaluation was not an assessment of the particular projects' achievements, the network leaders were able to reflect more openly on key concepts such as outcomes (internal vs. external), management of the project (human resources, finance, subject-matter expertise), and matters such as dissemination, policy influence and mobilizing resources.

**Respondent 5:** I know for both ONI and PANACeA that they already have made small changes because of the network findings. PANACeA has renamed their mid-year monitoring visits to networking visits and changed the emphasis of these from strictly monitoring to peer networking and learning. ONI Asia has elected from its members a regional coordinator.

## **Question #6**

*In your opinion, are there specific elements, questions, or issues presented in this report that merit further investigation and reflection? If so, please explain.*

**Respondent 1:** Since there was some discussion about the definition of a research network, relative to an international network, it may be interesting for us to think about those definitional issues. This would ensure that people outside of IDRC would better understand our language and also possibly tailor network building strategies to our own definition of research networks.

**Respondent 2:** This evaluation exercise (as will other evaluation exercises) deploys a specific set of measures that cannot capture the whole essence of what our complex networked projects are. Thus, it makes sense to look at our networks from other evaluation prisms, as well, and not from only an Outcomes plane. One simple example is that our projects have to focus on making good outputs/deliverables at the upstream phases of the Project before it can achieve outcomes in the downstream phases of the Project. Thus it brings to question when the appropriate time to launch an evaluation of this type is. On the other hand, launching such an evaluation exercise early keeps the heads looking upwards and forwards.

**Respondent 3:** No response.

**Respondent 4:** Yes. First of all, I feel as though the emphasis on outcomes is important to continue. As a touchstone for much of the research we support, I felt it was important for the PAN team to work with our research partners to think about outcomes within the context of their own projects. The distinction between internal and external outcomes was interesting – I would like PAN and our partners to think about what it means to achieve one versus the other. Moreover, I think it would be helpful for PAN to think of ways to help project partners identify,

document and share outcomes over the course of the project (networks and others). Another issue that would be interesting to pursue is the one around network life cycle. There were a number of capacities measured in this study, some of which, in my opinion, are more relevant at the design phase, others at the start-up phase, others at the mid-point, and others near the closure of the project. Of course most of the capacities apply at all times, but some may apply more at one time versus another. Finally, I think it is important to think more clearly about how to include matters of gender analysis within evaluation studies. This was attempted in this study, but perhaps could benefit from some more thinking and reflection for future studies

**Respondent 5:** I found it useful to think more about outcomes. It is what we want our partners to do and this exercise forced us to do the same. I appreciated the distinction between internal and external outcomes, although I thought at times they were treated hierarchically with external being superior to internal. I think in many cases external outcomes are the love to see outcomes but our main focus is on internal outcomes – capacity building specifically. Once the members in a network are seeing more external outcomes it perhaps changes the goals of the network itself. What does this mean in terms of our relationship with the network?

I think there are a few aspects of the administrative resilience survey that require redrafting within the context of our definition of networks. I also think the debates and discussions we had on ‘sustainability’ and ‘resource mobilization’ are worth capturing. Specifically the lack of clarity / understanding in earlier versions of the report on both these issues were in fact useful in that we were forced to clarify what we meant by ‘sustainability’ and all the nuances in the way we think of resource mobilization. In both cases these relate to distinguishing between sustaining an output – such as a formal network vs. sustaining outcomes – such as changes in the way research is conducted, the policies and practices within participating institutions etc. For most of our networks it is the latter and generally it seems our network leaders and the PAN team are on the same page but until these discussions we had not articulated these nuances. The discussion for me also begs the question about dissolving a network. How do we know when a network has achieved all its desired outcomes and what happens next? Do we bring in new researchers with lower capacity, do we evolve this into a policy network / think tank, do we stop programming?

## **Question #7**

*Are there other reflections you would like to share about the findings of this report?*

**Respondent 1:** I'm glad to see that there is generally a shared understanding between PAN and its network leaders of the purpose and value of these research networks. Moreover it was heartening to see that they are generally perceived as being healthy and contributing positively to their respective objectives.

**Respondent 2:** Another way of learning from this exercise is to think in terms of building all these evaluation parameters into our research capacity building framework. While certain topics like OM, Gender Analysis, Communications, RX, etc are quite well institutionalised as formal training courses for our projects, the other soft skills (leadership, legitimization, managing participation, managing networks) are not quite yet formalised. They should be.

**Respondent 3:** Not at this time.

**Respondent 4:** Not at this point.

**Respondent 5:** It might be interesting to tease out the learnings from this report that apply not just to regional thematic networks but to other collaborative projects and even country programming. What aspects relate to managing large complex, multi-partner projects vs. network projects specifically.

## **11. Annexes**

Annex 1- PAN's four outcome areas

Annex 2 - Consultation with primary intended users

Annex 3 - Terms of Reference

Annex 4 - Outcomes questionnaire

Annex 5 - Outcomes PAN-Supported Research Networks

Annex 6 - Analysis Pandora Survey

Annex 7 - Analysis Panl10n Survey

Annex 8 - Analysis Panacea Survey

Annex 9 - Analysis Oni-Asia Survey

Annex 10 - The PAN Approach, its weaknesses and proposed improvements



## Annex 1 – PAN’s four outcome areas<sup>1</sup>

These four outcome areas guide PAN’s overarching strategy when supporting thematic regional networks. The PAN understanding of each outcome area is: –

1. Ensure greater knowledge sharing: the emphasis is placed on knowledge, rather than information, to reflect the process of translating data into thoughtful, relevant and meaningful parcels.

These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups. PAN believes networks can help ensure greater knowledge sharing through, among other things, its distributed nature, which allows its members to access a wide pool of knowledge to share at various levels within their immediate and extended social networks.

2. More scope for research activities: from PAN’s perspective, each research partner is limited by his/her own energy. Therefore, programming through a regional thematic research network modality can enhance the scope for partnerships and resources - which in turn contribute to greater scope for research activities. For example:
  - i) the stable network structure can absorb funds to allow for more money to support new research activities;
  - ii) the distributed and fluid nature of a network is conducive to a diverse group of individuals whose collective knowledge and experience can lead to new research activities;
  - iii) the regional nature of the network can increase the scope of research activities to include additional countries where the research would be relevant and
  - iv) the network can lead to spin off activities and projects that can be funded by other donors.
3. Greater capacity building: As a central tenet to all research supported by IDRC, PAN feels capacity building is particularly strengthened through a regional thematic network structure. Such a network provides an architecture whereby individuals with a common thematic focus join from various institutions (government, private, civil society, etc.) and contribute their respective skill sets and experiences. The network model has relatively more self-sufficiency in capacity building since the differential capacities in the network give rise to the potential for resourcing each other. The different network members through communication and knowledge management activities, training and peer support, as well as mentoring arrangements can draw on these skills. Moreover, when certain issues are identified as areas where several members of the network could benefit from increasing their capacity in, a network-wide capacity building exercise (e.g. workshop) could help reach all network members (and perhaps even their respective institutions).

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<sup>1</sup> Written by Chaitali Sinha, Laurent Elder, Maria Ng and Phet Sayo, February 2008

4. Administrative Resilience: Every thematic regional network in this study has one chief grant recipient, which means the majority of a network's administrative and financial management activities are housed there. PAN feels regional thematic research networks strengthen administrative resilience within IDRC because it allows the team to be flexible and agile with respect to adding new components to the network and also freeing up the administrative and financial management role in-house. In addition, the network as a whole will likely have stronger capacity to raise funds and adapt to different scenarios and changes in the network membership and activities.

## **Annex 2 – Consultation with primary intended users**

Dear colleagues,

We are writing to consult you as the primary intended users on the proposed terms of reference for a Formative Evaluation of PAN's Networking Approach. We developed these draft TORs in consultation with Laurent Elder (PAN's team leader) and Trish Wind (who works with IDRC's Evaluation Unit), both in Ottawa. The attached version of the TORs was agreed by the four of us in Ottawa 28 January. We are also attaching Mary Jane Real's and Ricardo's CVs.

IDRC's evaluation policy is that "if you cannot identify and articulate the primary intended users and uses of the evaluation you should not conduct the evaluation. Unused evaluation is a waste of precious human and financial resources." Therefore, in this PAN Asia evaluation will we attempt to apply the principles of Utilisation-Focused Evaluation. As the methodology's creator, Michael Quinn Patton, explains:

*"A psychology of use undergirds and informs utilization-focused evaluation: intended users are more likely to use evaluations if they understand and feel ownership of the evaluation process and findings; they are more likely to understand and feel ownership if they've been actively involved; by actively involving primary intended users, the evaluator is training users in use, preparing the groundwork for use, and reinforcing the intended utility of the evaluation every step along the way."*

Therefore, we are committed to involving you as fully as the evaluation requires and you desire. To begin, we have questions for you on the evaluation design and methodology, the primary intended uses and your participation. In order to integrate them and make the responses available to us all, we are posing the questions through Survey Monkey. Just follow this link:

[www.surveymonkey.com](http://www.surveymonkey.com)

We will appreciate your answering the questionnaire by next Thursday, 21 February 2008.

Welcome on board!

Chaitali Sinha and Ricardo Wilson-Grau

## SURVEY MONKEY QUESTIONNAIRE TEXT

**1. Do you have questions or suggestions about the evaluation design and methodology?** In particular, do we have the right evaluation questions? If not, what do you suggest we change or eliminate? Does how we propose to generate the answers make sense? How might we go about it differently?

**2. How important to you in your work are the three intended uses of the evaluation?**

	Important	Neutral	Unimportant
a) To understand better, formalize and consolidate PAN's approach to network projects in the coming years			
Any changes to suggest in this use to make it more important for you?			

	Important	Neutral	Unimportant
b) To provide knowledge and insights that will enable the four network leaders to consider changes in how their networks are managed			
Any changes to suggest in this use to make it more important for you?			

	Important	Neutral	Unimportant
c) To enhance the supportive relationship between the PAN team and the four leaders.			
Any changes to suggest in this use to make it more important for you?			

d) Do you have one or more other intended uses that you would like to suggest?

**3. How comfortable are you with the roles and responsibilities we propose you take on in this highly participatory process?**

If you receive on 12 March the four questionnaires that Jane and Ricardo will draft, can you commit to commenting on them by 14	15 March	Definitely yes	Probably	Uncertain	Impossible, sorry
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March? We estimate that it will not take you longer than one hour for each questionnaire.					
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In the last part of April, which days can you accept an invitation to be in Singapore for:	Fri, 25	Sat, 26	Sun, 27	Mon, 28	Tue, 29	Wed, 30
An approximately two hour bilateral interview						
A half day primary intended users meeting						

Can you reserve Monday, 5 May to analyse the findings of the evaluation with guiding questions from Jane and Ricardo? We estimate it will take you 6-8 hours, maximum.	Yes	If not, by when?
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Can you accept an invitation to Ottawa May 13-14 to review findings, discuss conclusions and perhaps formulate recommendations with the other primary intended users.	Yes	No
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## Annex 3 – Terms of Reference

### Formative Evaluation of PAN's Networking Approach

#### ***Background***

*Provide concise background information about the pertinent project/program/issue to be investigated, the nature of the problem being pursued, historical, and environmental information as well as the organizational context in which the evaluation will occur. It should also situate the important stakeholders, including donors, partners, implementing agencies and organizations. This will flow into, and clarify, subsequent sections of the ToRs – particularly the objectives and the rationale for the study.*

The International Development Research Centre (IDRC) has often approached its support of research projects in a networked modality. The Centre's 2005-2010

Corporate Strategy and Program Framework suggests that networks “— when properly executed — is an efficient way to transmit knowledge across a wide range of groups or regions.”<sup>2</sup> Pan Asia Networking (PAN) – part of the Information and Communications Technology for Development (ICT4D) program area at IDRC – is a strong proponent of using regional thematic networks as a chief modus operandi in its programming strategy. PAN’s current prospectus 2006-2011 states “experience has shown that networks can **ensure greater knowledge sharing**, have **more scope for research activities**, enable **greater capacity building** through peer support and mentoring and generally show more **administrative resilience**.”<sup>3</sup>

These four outcome areas guide PAN’s overarching strategy when supporting thematic regional networks. The PAN understanding of each outcome area is: –

1. Ensure greater knowledge sharing: the emphasis is placed on knowledge, rather than information, to reflect the process of translating data into thoughtful, relevant and meaningful parcels.

These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups. PAN believes networks can help ensure greater knowledge sharing through, among other things, its distributed nature, which allows its members to access a wide pool of knowledge to share at various levels within their immediate and extended social networks.

2. More scope for research activities: from PAN’s perspective, each research partner is limited by his/her own energy. Therefore, programming through a regional thematic research network modality can enhance the scope for partnerships and resources - which in turn contribute to greater scope for research activities. For example: i) the stable network structure can absorb funds to allow for more money to support new research activities; ii) the distributed and fluid nature of a network is conducive to a diverse group of individuals whose collective knowledge and experience can lead to new research activities; iii) the regional nature of the network can increase the scope of research activities to include additional countries where the research would be relevant and iv) the network can lead to spin off activities and projects that can be funded by other donors.

3. Greater capacity building: As a central tenet to all research supported by IDRC, PAN feels capacity building is particularly strengthened through a regional thematic network structure. Such a network provides an architecture whereby individuals with a common thematic focus join from various institutions (government, private, civil society, etc.) and contribute their respective skill sets and experiences. The network model has relatively more self-sufficiency in capacity building since the differential capacities in the network give rise to the potential for resourcing each other. The different network members through communication and knowledge management activities, training and peer support, as well as mentoring arrangements can draw on these skills. Moreover, when certain issues are identified as areas where several members of the network could benefit from increasing their capacity in, a network-wide capacity building exercise (e.g. workshop) could help reach all network members (and perhaps even their respective institutions).

4. Administrative Resilience: Every thematic regional network in this study has one chief grant recipient, which means the majority of a network’s administrative and financial management activities are housed there. PAN feels regional thematic research networks strengthen administrative resilience within IDRC because it allows the team to be flexible and agile with respect to adding new components to the network and also freeing up the

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<sup>2</sup> Section 5-4, paragraph 13.

<sup>3</sup> See 2.3 Programming Approaches and Modalities, pages 26-28.

administrative and financial management role in-house. In addition, the network as a whole will likely have stronger capacity to raise funds and adapt to different scenarios and changes in the network membership and activities.

## Purpose

*The purpose/objectives/rationale for the evaluation provides a clear and succinct response to the question: Why are we doing this evaluation?*

This evaluation will be based on an analysis of four PAN-supported networks:

- 1) PAN Localisation (PANI10n, localizing fonts and scripts)
- 2) PANDora (distance education)
- 3) PANACeA (ehealth)
- 4) ONI-Asia (digital censorship and surveillance).

PAN Localisation (PANI10n) represents PAN's first foray into the intentional regional thematic network. It was initiated as a response to a mid-point all-partners' conference held in 2003<sup>4</sup>, and has recently started on its second three-year phase (May 2007-May 2010). The other networks are at various stages of their programming cycle: PANDora is nearing the sunset of its initial three-year programming cycle; PANACeA was approved in July 2007; and ONI-Asia was approved in November 2007. Although each of the four networks is different in their thematic focus and specific design and structure, PAN's intentions in creating them adhere to the four outcomes listed above. Institutions based in Pakistan lead three of the four networks; while ONI-Asia is steered by a group based in Ottawa. Each of the projects involves partners from multiple countries in Asia.

It is important to note the network assessments will focus on the "health" of the networks and their outcomes in the broad outcome areas listed above, instead of on a detailed examination of each networks' outputs toward their thematic objectives (e.g. localized scripts, e-health, etc.). Each of the four selected networks has evaluations built into their respective project designs, which would focus on their outputs.

Recognizing the different contexts, issues and environments surrounding each of the four networks being studied, there is a perceived need within PAN to engage in some form of systematic inquiry into this central programming modality. Thus, the purpose of this formative evaluation is to assess, reflect on and learn from the four PAN-supported networks. In doing so, PAN wishes to address the following three key questions for each of the networks:

1. How 'healthy' are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competencies: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity.
2. What positive and negative outcomes are PANI10n, PANDora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad

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<sup>4</sup> 2003 represented the mid-point of the 2001-2005 PAN prospectus. PAN convened a conference from March 3-10, 2003 in Vientiane, Laos. The purpose of the conference was to share research results, to foster networking opportunities, and to get a sense of emerging research issues in the region.

- scope of research, iii) mentoring and peer support to build the capacity of its members, and iv) influencing policy on Information and Communications Technology for Development?
3. What actors (and not just “boundary partners”) and factors have contributed to the health and outcomes of the four networks (including the PAN Asia team’s support) from their inception and throughout their development?

In addition to generating findings and conclusions around these questions for each one of the four networks, the evaluators will carry out a meta-level cross-cutting analysis to draw out common opportunities, lessons, challenges and issues to consider in relation to PAN’s current and future use of the regional thematic network programming modality.

### **Intended users and uses**

*The ToRs should specify the intended user(s) and use(s) of the evaluation (see Guidelines 6 and 7). From beginning to end, the evaluation process is designed and carried out around the needs of the primary intended users. They have the responsibility to do things differently (e.g., make decisions, change strategies, take action, change policies, etc.) because of their engagement in the evaluation process or with the evaluation findings.*

The primary intended users of this study are the PAN ([www.idrc.ca/panasia](http://www.idrc.ca/panasia)) team and the four network leaders. As the primary intended users, the PAN team and the leaders of the four networks will be involved in determining the nature, scope and questions in the study. Other audiences for the study include IDRC’s Evaluation Unit, other IDRC programs currently utilizing, or interested in utilizing, a network modality in their respective programming strategies, other members of the four selected networks, other existing and emerging PAN networks, and perhaps the broader research community interested in network projects.

The primary intended use of the evaluation is to a) to understand better, formalize and consolidate PAN’s approach to network projects in the coming years, b) to provide knowledge and insights that will enable the four network leaders to consider changes in how their networks are managed, and c) to enhance the supportive relationship between the PAN team and the four leaders.

### **Issues and questions**

*The issue to be studied in the evaluation and the questions to be answered should be clearly detailed (e.g., what is it you want to find out through this evaluation?). You cannot evaluate everything so you will need to make strategic choices about what warrants in-depth study. There are many interesting and important questions that could be asked, but the group needs to prioritize based on the primary intended uses of the evaluation by the primary intended users. Identifying the questions can take time and considerable negotiation but the questions should be as specific as possible, because vague questions usually yield vague answers.*

Four overall questions for this evaluation are outlined in Section 2. The evaluation design and specific questions will be finalized in consultation with the primary intended users (the PAN team and the four network leaders) over the course of a participatory process. For more details, please see the methodology section below.



## Evaluation principles

*The principles and approach that will guide the evaluation (e.g. transparency, partnership, openness, cost-effectiveness, etc.), should be expressed. Given the nature of international development research, questions on gender awareness and cultural sensitivity should be incorporated into this section of the ToRs. A statement on the need for the evaluator to follow appropriate research ethics and procedures should also be included.*

The evaluation will be conducted by the evaluators and judged by the IDRC Evaluation Unit according to the following four internationally recognised standards:

*Utility* – Will serve the information needs of intended users.

*Feasibility* – Will be realistic, prudent, diplomatic and frugal.

*Propriety* – Will be conducted legally, ethically and with due regard for the welfare of those involved in the evaluation, as well as those affected by its results.

*Accuracy* – Will reveal and convey technically adequate information about the features that determine the worth or merit of the programme being evaluated.

In addition, the evaluators will conduct the evaluation in as participatory a manner as the primary intended users desire.

## Methodology

*Once the overall evaluation design has been selected, the methods of investigation should be articulated and should be consistent with answering the evaluation questions, the intended users/uses, the principles and approaches as well as the budget and timeline for the evaluation. The methodology section should specify as much detail as possible on:*

- *Data collection instruments, protocols and procedures*
- *Information sources / Documents to be reviewed*
- *Sampling procedures*
- *Provisions to obtain needed permissions to collect and report data*
- *Provisions to store and maintain security of collected information*
- *Procedures for analyzing quantitative and qualitative data*
- *Protocols for anonymity/confidentiality*
- *Inclusion or not of response from those being evaluated*
- *Data presentation and dissemination methods*

The evaluation will be as participatory as possible and will be carried out by two external evaluators. The involvement of external evaluators will facilitate a participatory process and ensure checks, balances, and the objectivity of the process. Furthermore, in evaluations such as this one whose purpose is learning and taking action, experience suggests that the greater the involvement of the PAN team and the four networks' staff and members, and the more the evaluators serve as facilitators in a joint inquiry rather than experts wielding 'objective' measuring sticks,

the greater will be the quality and validity of the evaluation.<sup>5</sup> Perhaps most importantly, through their participation the primary intended users will develop the understanding and the commitment to implement the conclusions and recommendations.

These TORs have been discussed through intensive and extensive (since July 2007) email correspondence and in person in Ottawa on 29 January 2008 by Laurent Elder, Trish Wind (of IDRC's Evaluation Unit), Chaitali Sinha and Ricardo Wilson-Grau. The collective discussion between all the primary intended users – the PAN team and representatives of the four networks – and the evaluators will be on-going. It will continue in mid-February when the primary intended users and the evaluators will discuss through email the evaluation design and methodology, including roles and responsibilities in the participatory process. The last meeting will take place in Ottawa at the end of the evaluation process. Then, the agenda will be discussion of the evaluators' draft report: review the findings, discuss the evaluators' conclusions and, if desired, develop the recommendations of the primary intended users.<sup>6</sup> In between, the personal involvement of all the primary intended users will be sought and nurtured.

### ***Evaluation design***

<b>Evaluation Questions</b>	<b>Indicators</b>	<b>Sources of findings</b>
1. How 'healthy' are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competence: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity. <sup>7</sup>	The extent to which PANI10n and PANDora and have taken action to build their capacity in each of the seven areas. The extent to which PANACeA and ONI-Asia have foreseen the need to build capacity in each of the seven areas.	Review of <u>documentation</u> of the four networks. <u>Internet Questionnaire #1</u> requesting the substantiated opinions of the members of PANI10n and PANDora on the action taken by their network for administrative resilience and performance. <u>Internet Questionnaire #2</u> requesting the substantiated opinions of the members of PANACeA and ONI-Asia on the provisions made by their network for administrative resilience and performance. <u>Internet Questionnaire #3</u> requesting the substantiated opinions of the PAN team on the four networks' provision and action taken for

<sup>5</sup> See, for example, Paul Engel, Charlotte Carlsson and Arin van Zee, "Making evaluation results count: Internalising evidence by learning", in *Policy Management Brief Policy Management Brief*, No. 16, August 2003.

<sup>6</sup> In addition, with the evaluators and the four network leaders at IDRC's head office in Ottawa to discuss the findings, other activities can be planned. These include other speaking engagements – for example, the evaluators could give a presentation on the evaluation of networks to a broader audience at IDRC, while the four network leaders can also present some of their experiences.

<sup>7</sup> These seven areas will be customised to the PAN Asia team's and the four network's leaders' specifications, building on the experience of IDRC itself – i.e., the IDRC Strategic Evaluation 1995-2005 – and on that of others – i.e., "Seven Capacity-Building Areas for International Social Change Networks" adapted by Ricardo Wilson-Grau from Suzanne Taschereau and Joe Bolger, *Networks and Capacity*, The European Centre for Development Policy Management (ECDPM), www.ecdpm.org, February 2007 and six other sources.

Evaluation Questions	Indicators	Sources of findings
		<p>administrative resilience and performance.</p> <p><u>Internet Questionnaire #4</u>: requesting the substantiated opinions of the institutional heads of each of the four networks</p> <p><u>Personal Interview Part A</u>, individually with the leaders of the four networks and with the PAN team to explore their views on the principal strengths and weaknesses identified in the four questionnaires.</p>
2. What outcomes <sup>8</sup> are PANI10n and PANDora and PANACeA? achieving in i) greater knowledge sharing, ii) supporting a broad scope of research, iii) mentoring and peer support to build the capacity of its members and iv) influencing policy on Information and Communications Technology for Development??	Number and quality of the outcomes: changes in social actors within or outside the network that PANI10n, PANDora and PANACeA? have influenced <u>and</u> which contribute to one or more of the four outcome areas.	<p>Initially, in response to an <u>Email Questionnaire</u> from the evaluators, formulation in writing by PANI10n, PANDora and PANACeA leaders and the PAN team of internal of external outcomes influenced by the three networks since their creation.</p> <p>Then, <u>Personal Interview Part B</u> with PANI10n, PANDora and PANACeA leaders, and subsequent email exchange if necessary, to agree on the formulation of outcomes.</p>
3. What actors and factors have contributed to the health and outcomes of the networks (including PAN's support) from their inception and throughout their development?	Evidence of a direct contribution	<p>Internet questionnaires #1, #2, #3 and #4, <u>Email Questionnaire</u> and <u>Personal Interview Parts A and B</u> with the leaders of the four networks and with the PAN team</p>

## Roles and responsibilities

*By clearly delineating roles and responsibilities of all those involved in the evaluation process, you are more likely to avoid substantive, administration and communication problems. Consider the following and outline clearly who will do what.*

- Who will collect and analyze data?
- Who will facilitate use?
- Who will present/disseminate findings?
- Who will write the report?
- Who will participate in what meetings/workshops?

<sup>8</sup> "Outcomes" are defined as the changes in the behaviour, relations and actions that PAN Asia and the three networks influenced but did not control. They can be changes in network members themselves or of other actors outside of the network.

- *Who will make logistical arrangements?*
- *Who will provide information and access to documents?*
- *Who will manage the contract/evaluation process and serve as a liaison with the evaluator/evaluation team?*
- *Who will approve the final products?*
- *Who will arrange and participate in travel?*

Chaitali Sinha will manage the contract/evaluation process and serve as a liaison with the evaluation team. IDRC will be responsible for generating interest and commitment amongst the PAN team members and in the four networks to participate in the evaluation - specifically, the responsible Program Officers for each of the four networks shown below:

*Primary Intended Users*

<b>Network</b>	<i>PAN110n</i>	<i>PANdora</i>	<i>PANACeA</i>	<i>ONI-Asia</i>	<i>Others</i>
<b>Network leaders</b>	<i>Sarmad Hussain</i>	<i>Naveed</i>	<i>Dr. Shariq Khoja</i>	<i>François Fortier</i>	
<b>Responsible PAN Officers</b>	<i>Maria Ng and Phet Sayo</i>	<i>Maria Ng</i>	<i>Chaitali Sinha and Laurent Elder</i>	<i>Chaitali Sinha and Laurent Elder</i>	

IDRC will also obtain any necessary permission for the evaluation team to collect and use information from the networks. IDRC will also provide the documentation required for review by the evaluation team<sup>9</sup> and arrange for the networks to provide the necessary information too.

The external evaluators will design the questionnaires in email consultation with the primary intended users. The questionnaires will be administered through Survey Monkey by the external evaluators for secure storage and access to the collected information. The evaluators will conduct the interviews following processing of replies to the questionnaires. Thus, all the data – from IDRC and the four networks' documentation, the questionnaires and the interview notes – will be collected by the evaluators. The data will be processed quantitatively and qualitatively by the evaluators and sent to the primary intended users with guiding questions for their analysis.

Based on this analysis by users and complemented by their own, the evaluators will draw their conclusions and write their draft report. This draft report will be discussed

<sup>9</sup> Some documentation has been sent to the lead evaluator since December 2, 2007

in a meeting with the primary intended users to review the final analysis, conclusions and issues for discussion. The primary intended users will decide if they wish the evaluators to facilitate their discussion and formulation of recommendations.

The external evaluators will inform all the primary intended users of any major variations in the evaluation design, prior to seeking Chaitali Sinha's approval of changes. The evaluators will ensure, when required, anonymity and confidentiality in the informal documentation of the evaluation process and in the formal reports. In the case of highly controversial findings, analysis or conclusions, and if necessary, the primary intended users and the evaluators will agree on a third party to review the original data and to verify that the evaluators' reasoning is based on the data collected.

The evaluation team will be responsible for making its own logistical arrangements. IDRC will be responsible for the logistics and travel required for its PAN team and the representatives of the four networks to participate in the evaluation.

IDRC will approve the final report and be responsible for its dissemination to all the primary intended users and other potential beneficiaries.

## **Reporting**

*The reporting requirements should spell out the desired:*

- *Format (oral, written, video, etc) –*
  - *The presentations will be in writing*
- *Dissemination materials (summary, briefs, presentation materials, newsletter article, etc.)*

### *Interim report*

- *The report scheduled to be sent to PAN at the end of April will consist of a written document outlining evaluation data and initial findings, plus guiding questions for the PAN team to respond to*
- *PowerPoint slide deck highlighting evaluation data and initial analysis of that data, plus key questions to guide PAN's reflection on that data*
- *A summary of relevant quotes acquired to date*

### *Final Report*

- *Summary and full versions of the report – 3-4 and 25-30 pages respectively*
  - *Powerpoint slide deck presenting the findings*
  - *A summary of relevant quotes, photos (if any) acquired during the data collection process*
- *Intended audience(s)*
    - *Primary intended users: the PAN team and the leaders of the four networks.*
    - *Other audiences: IDRC's Evaluation Unit, other IDRC programs, other members of the four selected networks, other existing and emerging PAN*

networks, and perhaps the broader research community interested in network projects.

- **Content**
  - *Content should be geared toward the primary intended users. Summaries of the findings for each of the networks should be included in the appendix and be shared with each of the network leaders*
- **Length**
  - *Full report should be between 25-30 pages (excluding appendices)*
- **Decision on whether the evaluation report should/should not include recommendations**
  - *No recommendations; Since the evaluators will walk the intended users through analyzing the data and reviewing the interim and final reports, discussion of specific issues they raise will likely yield recommendations by the intended primary users.*
- **Decision on whether you want the completed data sets returned (filled out questionnaires, surveys, interview notes and tapes, etc.)**
  - *Yes - Data and preliminary analysis of the surveys and interviews (this should be sent by the end of April– and perhaps a revised version (if necessary) including minor changes that take place between that date and the submission of the final report. Any material collected by the evaluators in whatever form that has obtained under a guarantee of confidentiality will be kept confidential.*
- **Method of delivery (All reports should be electronically delivered to IDRC in addition to any other form of delivery)**
  - *Reports will be delivered electronically.*
- **Restriction/permission to publish information from or based on the evaluation**
  - *IDRC generally makes these types of studies publicly available. If there are no issues around confidentiality or risks posed to any of the parties, the report will be published and openly available.*
- **IDRC's Evaluation Guidelines 3 "Formatting Evaluation Reports at IDRC" will be followed.**
  - *Yes*

## **Timeline**

*A section should be allocated to detailing the timeline and milestones that will be achieved. You can break the phases into:*

- *Planning*
- *Data collection*
- *Data analysis*
- *Reporting*
- *Facilitation of use (although use will happen throughout)*
- *To consider reporting and a payment schedule for fees/expenses if applicable*

Preliminary Timeline

Phase/Activity	Deadline	First estimate of consultancy days			
		RW-G		MJR	
		Min	Max	Min	Max
Participating in a meeting with IDRC staff (PAN and EU) to initiate evaluation and finalize terms of reference	28 January	1	1	0	0
Emailing or conducting an online consultation on the terms of reference for the evaluation. The purpose is to inform, obtain feedback and be able to judge realistically the extent of the primary intended users' interest and commitment to participate.	Send out questionnaire by February 14; receive responses by February 21; and synthesize findings by February 25	1	2	0	0
Reading of IDRC-supplied documentation	28 February	2	3	2	3
Design, consultation, revision, and dissemination of the four questionnaires	31 March	4	5	2	3
Receipt of responses	21 April	0	0	0	0
Review of responses to questionnaires and design of interviews	25 April	2	3	1	2
Interviews with network leaders and PAN team in Singapore in late April or early May	28 April - 2 May (To be decided)	3	5	3	5
Rendering of findings anonymous and formulation of guiding questions for analysis by primary intended users, by evaluators	5 May	2	3	1	1
Analysis of findings, by primary intended users, in consultation as	9 May	1	2	.5	1

Phase/Activity	Deadline	First estimate of consultancy days			
		RW-G		MJR	
		Min	Max	Min	Max
necessary with evaluators					
Draft report of findings and conclusions, by evaluators	19 May	3	4	1.5	2
Ottawa meeting to review findings, discuss conclusions and perhaps formulate recommendations by primary intended users.	27-28 May	3	5	2	4
Final report by evaluators.	30 May	1	2	.5	1
<b>Total evaluator days</b>		<b>23</b>	<b>35</b>	<b>13.5</b>	<b>22</b>

## Annex 4 – Outcomes Questionnaire

### Instructions

In this evaluation, we are focusing on your four categories of outcomes:

1. Ensure greater knowledge sharing: The emphasis is on knowledge, rather than information, to reflect the process of translating data into thoughtful, relevant and meaningful parcels.

These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups. PAN believes networks can help ensure greater knowledge sharing through, among other things, its distributed nature, which allows its members to access a wide pool of knowledge to share at various levels within their immediate and extended social networks.

2. More scope for research activities: from PAN's perspective, each research partner is limited by his or her particular circumstance – time, energy, resources, contacts. Therefore, programming through a regional thematic research network modality can enhance the scope for partnerships and resources - which in turn contribute to greater scope for research activities. Here are four examples. One, the stable network structure can absorb funds to allow for more money to support new research activities. Two, the distributed and fluid nature of a network is conducive to a diverse group of individuals whose collective knowledge and experience can lead to new research activities. Three, the regional nature of the network can increase the scope of research activities to include additional countries where



the research would be relevant. Four, the network can lead to spin off activities and projects that can be funded by other donors.

3. Greater capacity building: As a central tenet to all research supported by IDRC, PAN feels capacity building is particularly strengthened through a regional thematic network structure. Such a network provides an architecture whereby individuals with a common thematic focus join from various institutions (government, private, civil society, etc.) and contribute their respective skill sets and experiences. Through communication and knowledge management activities, training and peer support, as well as mentoring arrangements, members can learn from each other's skills. Moreover, when several members of the network could benefit from increasing their capacity in a new area or issue, a network-wide capacity building exercise (e.g. workshop) could help reach all network members (and perhaps even their respective institutions).

4. Influencing policy and practice on information and communications technology for development: Policy changes are modifications of formal or informal, written or unwritten political, cultural, social or religious norms that guide the actions of people, organisations and institutions in the sphere of the state, the market as well as in civil society. Changes in practice represent a modification of what is done in society – the laws or regulations must be applied or new socio-cultural norms practised.

The first three categories of outcomes tend to be more internal, involving changes in the participants in the network, whereas the policy and practice changes will usually be in social actors external to your network. These changes may be expected or unexpected, positive or negative. For each one we ask you to formulate the outcome, briefly explain their significance and the way in which you consider the network contributed to the change.

You will find that the more internal outcomes are often the most difficult to identify and substantiate. The activities and outputs that your network sponsors in these areas generally do not count as outcomes because they are under your control. For example, if your network invites researchers to a meeting to learn from each other, generally their attendance at the meeting is not an outcome but an output of your network. An exception might be if an important social actor who never shares her knowledge, attended the meeting and for the first time decides to presents lessons learned from her research.

Another word of caution. We recommend that to identify outcomes you review the social actors – “boundary partners” in Outcome Mapping terminology – that your network has been trying to influence, support, assist or facilitate. Identify significant **changes in those social actors** and then **ask if and how your network contributed to them**.

Equally important, in this formative evaluation aimed at improving PAN's programme of support for ICT4D networks, we wish to identify outcomes that may be negative. For example, through your activities you may generate a policy change regarding assignment of a university's funding for ICT4D that benefits some as you intended but takes funds away from another sector also important for ICT4D, which of course be an unintended result of your network's activities.

We realise that the three networks are relatively young and there may as of yet be relatively few outcomes. Nonetheless, one of the benefits of outcomes is that they reveal a process of change. Thus, some changes in other social actors may be relatively minor or preliminary compared to others. Do not worry if that is your situation. Identify those that you can and eventually we will see a pattern of change emerging.

In any case, do not expect all your activities to have led to an outcome. Outcomes often take time to emerge and some activities may never lead to an outcome – or may lead to an outcome months or years after the official completion of the project's duration. Often, activities will contribute indirectly and partially to one or more outcomes. Thus, avoid approaching this task of assessing results achieved with a linear, cause-effect mindset. Your network and the environment in which you operate are highly complex, open and dynamic. Causality will tend to be messy, multi-level and multi-directional, as well as unpredictable. Given these realities, you may find it useful to formulate outcomes in an iterative manner, going back and forth between formulating the outcome, explaining its significance and identifying the contribution of your network.

The formulation of outcomes should be sufficiently concise and concrete so that someone outside of your network will be able to appreciate and verify what has been achieved. Quantitative and qualitative aspects of the outcome should be specified.

We estimate that it will take you 3-4 hours to answer this questionnaire. Please send both of us an electronic copy of your answers **no later than 21 April**. We will then comment on your outcomes by email and follow-up with a personal interview at the end of the month.

If you have doubts or any question, please communicate directly with Ricardo Wilson-Grau ([ricardo.wilson-grau@inter.nl.net](mailto:ricardo.wilson-grau@inter.nl.net)).

Many thanks,

Mary Jane Real and Ricardo Wilson-Grau  
External Evaluators

## **SAMPLE OUTCOME**

**0.0 Title:** *In a sentence summarise the change in the social actor.*

Government of Bhutan forms a special R&D wing dedicated to speech and language processing.

**0.1 Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

In 2007, the Government of Bhutan's Department of Information Technology formed a special Research and Development unit to develop innovative solutions to the country's challenges of local language computing for development.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- X A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**0.2 Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Effective policy-making is critical and essential for the development of localization. Through this project, Bhutanese government officials have interacted with the relevant ministry of Thailand and the two have recently inked a MOU for mutual collaboration in this area in the longer term. There has already been an exchange of people through this MOU for training and technology transfer from NECTEC Thailand to DIT Bhutan. This outcome indicates enhanced opportunities for partnerships, which could lead to increased linkages, potential spin-off activities and perhaps even the ability to mobilize required resources.

**0.3 Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

The consistent ground work over past years and now the active engagement from top down produced this outcome. In 2007, the network brought together, in Thimphu, senior national policy advisors from more than a score of countries to discuss the existing national policies on localization in the regions and to debate the best policy for the future of the region. These policy makers interacted with the country project leaders over three days formally and informally and came up with a set of recommendations. A real achievement of this consultation, beyond even the final recommendations, is the fact that it has got most countries to see what successful models are and how they are working. They have also realized the resources such measures require and the timelines they need. But most importantly of all,

these policy makers agreed to the urgent need to make all this possible and that is the outcome described above.

## FORMATS FOR OUTCOME FORMULATIONS

### *Name of Network:*

**1. Title:** In a sentence summarise the change in the social actor.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

**Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible

**2. Title:** In a sentence summarise the change in the social actor.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

**Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

**3. Title:** In a sentence summarise the change in the social actor.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

**Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

**4. Title:** In a sentence summarise the change in the social actor.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

**Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

**5. Title:** *In a sentence summarise the change in the social actor.*

**Outcome:** *Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.*

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** *Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.*

**Contribution of the network:** *Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.*

**Add new outcomes if necessary**

**Please send an electronic copy of your answers no later than 21 April to:**

**[whrd@apwld.org](mailto:whrd@apwld.org) / [ricardo.wilson-grau@inter.nl.net](mailto:ricardo.wilson-grau@inter.nl.net)**

## ***Annex 5 – Outcomes PAN Networks***

### **OUTCOMES FOR PANDora**

**1. Title:** Distance Education Journal publishes PANDora partners' research

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

The international DE community's attitudes towards research findings originating from the Asian region changed. This community, as represented by senior academics in mostly western universities, was charged with the task of reviewing submissions to renowned journals. Previously, their outlook was highly "western world" oriented; for example, one reviewer rejected a submission from the region as coming from "an insignificant country"; now more and more PANDora research articles are being cited by authors submitting their work for publication on the international stage. The change has come about after a special edition of the highly respected "Distance Education Journal" was published in 2007 based purely on PANDora and PAN-Asia research outputs.

**Classification** (you can tick more than one):

- ☒ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☒ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Asian DE research and finding have always been looked upon with a certain amount of disdain in the international DE community, especially peer reviewers who are located primarily based in the West. The publication of a special edition of a highly regarded journal based completely on Asian DE research has changed quite a few attitudes in the international DE community. The true test of research output is when it is cited by other practitioners in the field. The editor of the DE Journal has reported in a recent communication that the PANDora/PAN Asia articles from that edition of the journal are being heavily cited in new submissions to the journal. According to Prof. Jon Baggaley, "We can safely say that



PANdora has entered the mainstream DE literature in a major way”. This also implies that PANdora output and findings will now be looked upon with more respect and could influence policy and practice in the region in a significant way.

***Contribution of the PAN team, the network or both:*** Please indicate the evidence of your network’s contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible

The research output reported in the special edition of the DE Journal in 2007 came primarily from the PANdora project. Most articles published in this edition reported original work done under this project and came up with significant new findings that hitherto had never been investigated. Five articles, two book reviews/reflections and the editorial of this special edition were authored by PANdora researchers while only two articles were contributed by other authors.

**2. Title:** MIT LINC invites PANdora to participate in its conference

***Outcome:*** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

The Learning International Networks Consortium based at the Massachusetts Institute of Technology (MIT-LINC) – a group of “best-practitioners” recognized the importance of PANdora work and invited participation from the network in their annual conference which was held in Jordan in October 2007 under the patronage of Queen Rania of Jordan.

***Classification*** (you can tick more than one):

- ☒ Greater knowledge sharing
- ☒ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

***Significance:*** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

MIT is a leader in the field of education and is recognized for its innovations and the quality of its product (graduates and research outputs). The LINC consortium (<http://linc.mit.edu>) brings together a group of well-established conventional as well as DE institutions and practitioners along with philanthropic institutions with the objective of establishing programs and projects that would have significant impact on the intended beneficiaries while simultaneously establishing a series of best practices in the field of technology assisted education, primarily distance education. The individuals and institutions comprising LINC

constitute an international Who's Who in these areas. An invitation from LINC to participate in its conference is an implicit recognition of research excellence and significance. It has the potential to open even more doors for PANDora affiliated researchers to contribute to the DE field world-wide.

***Contribution of the PAN team, the network or both:*** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

This was a direct invitation to PANDora for participation and not a published invitation. PANDora was introduced very briefly to LINC during its 2006 conference in an invited talk made by Dr. Naveed Malik, the PANDora coordinator, as one of the activities in which the Virtual University of Pakistan was involved. The brief introduction included a reference to the PANDora web site which publishes the projects work.

**3. TITLE:** Distance education community of practice increasingly recognise PANDora researchers

### **WHO CHANGED; WHAT CHANGED IN THEIR BEHAVIOUR; RELATIONSHIPS; ACTIVITIES; ACTIONS; WHEN AND WHERE**

DE practitioners, administrators and researchers, as a grouping and brand name that advances DE research in the Asian region, focuses on new technologies applied by developing country DE institutions. In the east, the Asian Association of Open Universities (AAOU), SEAMOLEC, and the International Centre of Distance Education (ICDE) invite PANDora partners to participate in their annual conferences. A distance education doyen like Prof Tan Sri Dato' G Dhanarajan (who established the Open University of HongKong and who as its President, re-established the reputation of the Commonwealth of Learning at Vancouver), is engaging with PANDora partners. He recognizes the uniqueness of PANDora's work on Asian DE problems and needs, and its mission of building research strengths within developing country institutions establishing DE programmes, such as the Royal U of Bhutan/Samtze College; Health Sciences U of Mongolia, National U of Laos.

In the west, the perspective of very senior academics from MIT on eastern DE has changed, in that they would like to participate in PANDora activities and would like to assist in the development of content. This has been communicated by email to the PANDora leadership in March 2008.

Furthermore, the editor of the Australian *Distance Education* has reported that subsequent to the August 2007 special issue that contained the collection of the PANDORA network members' writings, authors publishing in *Distance Education* have begun to cite the PANDora authors' works.

### **CLASSIFICATION**

Greater knowledge sharing

A broader scope of research

Mentoring and peer support to build capacity of its members

Influencing policy and practice on information and communications technology for development.

## **SIGNIFICANCE**

As a group that has produced and disseminated some good publishable research en bloc through the PANDora brand name, what PANDORA researchers say about Asian DE becomes much more noticeable to the DE researchers, practitioners and policymakers at large, in the region. High visibility that comes with good research work helps to build up a brand name that is associated with IDRC's hallmark support, and in turn also augments IDRC reputation. The hall-mark of IDRC gets continually reinforced through the credible work of the projects that it supports. IDRC is achieving effectiveness and visibility through this large scale support modality (project research networks) in the Asian DE field.

The significance of participation by a premier institution like MIT in any research or development effort related to education cannot be overstated. As such, it impacts all the enumerated outcome classifications. In particular, the inclusion of MIT in subsequent PANDora efforts will lend even more credibility to its efforts and findings and will further enable the project to have a major influence on policy in the region. Another major impact would be the potential to invite MIT to participate in mentoring and capacity building efforts for PANDora-II members.

The established members in the PANDora network are concertedly making PANDora members collectively fill in the Asian DE research needs and gaps, especially in developing country situations where technical, human and policy resources are less than ideal. In this respect, they themselves have changed from having only a narrow perspective of their own institutional setting and capacity-building responsibilities to a much more broader world view and role of region-wide capacity-building. The young and unknown partners in the PANDora network are also changing, as they realize the responsibilities that come with being grant-receiving members of the network, and of their expected roles in grounding the testing of technologies and their effects in their respective countries.

## **CONTRIBUTION OF THE PAN Team, The NETWORK OR BOTH**

PANDora partners such as Universitas Terbuka which is the Secretariat of AAOU, and which is home to SEAMOLEC, as well as Athabasca U which is the Secretariat of ICDE, are key shakers and movers in the DE world. They lend weight to the PANDora network and their championship of the other PANDora members, lends much weight to the entire network. Also, PAN has domain and technical expertise to work effectively with its partners in the DE/DET field. (In addition, Maria Ng has a master degree in distance education and a post graduate diploma in distance educational technologies).

The collectivism in PANDora lends weight to the PANDora research network and the championship by the established PANDora researchers of the new DE institutions in the developing Asian countries helps the latter to build research capacity and adds weight as well to the established partners' own research work and standing in the field.

The developing country partners by engaging in mentored research work puts the PANDora network on a clearly relevant cutting edge of research that excites the DE academic community.

**4. TITLE:** PANDora develop the capacity to publish their research in the international media.

**WHO CHANGED; WHAT CHANGED IN THEIR BEHAVIOUR ;  
RELATIONSHIPS; ACTIVITIES; ACTIONS, WHEN AND WHERE**

All the 24 members of the PANDora network from 19 different institutions in 11 countries have published their work:

- *Distance education technologies: an Asian perspective*, a special issue of *Distance Education*, Volume 28, August 2007 is devoted entirely to PANDora's works. In it, 20 PANDora members' writings are featured in 8 articles.
- The book, "*Information and Communication Technology for Social Development*" (ed. J. Baggaley), published by the ASEAN Foundation in 2006, contains works by 12 PANDora members.

As well, numerous presentations and papers by the partners have been presented at:

- *CRIDALA Conference, HK, 20-22 June 2005;*
- *19th & 20th Asian Association of Open Universities (AAOU) Annual Conference, 15-17 Sept 2005 and 29-31 July 2007*
- *Annual Conference of the Open and Distance Association of Australia (ODLAA), 9-11 Nov 2005*
- *The World Summit on the Information Society (WSIS), Tunis 16-18 Nov 2005*
- *ICDE International Conference, 18-23 Nov 2005*
- *The International Conference on E-Learning, New York, 19-20, 2007*
- *3rd Global Knowledge Conference, Kuala Lumpur, Dec 2007*

**CLASSIFICATION**

Mentoring and peer support to build capacity of its members

**SIGNIFICANCE**

A central IDRC goal in supporting applied research projects is to build the research capacity of the least developing country partners, and essentially to build awareness in them to make good policies or recommendations for change from solid evidence-based research. Many of our developing country partners in the PANDora network would not have been able to publish in English for a global readership without the help of these mentors. Many are not fluent in English, habitually plagiarize to an extreme level when they write on anything in English, and do not gather and analyze data in scientifically acceptable ways.

Therefore, the importance of this outcome is personal and professional. In having his research published in *IRRODL*, 8(2) for the first time in an international highly reputable Western

academic publication, the Mongolian partner explains that this boosts his curricula vitae and gives him important leverage, as he is dependent on consultancies in his sole proprietorship ICT enterprise in Ulaanbaatar. Donor agencies supporting projects in Mongolia are very dependent upon these in-country resources, like this one from our Mongolian partner, to survey and situate the local landscape for them.

Publication in academic media is probably the ultimate evidence that the project researchers have learnt and used research methods and thus have passed peer review scrutiny to be able to have their work accepted for publication. Publication is very important as it has to do with the elements of knowledge generation, production of evidence-based recommendations and dissemination for sharing of experience.

### **CONTRIBUTION OF THE PAN TEAM, THE NETWORK OR BOTH**

The PANDORA project has domain mentors built into the project namely the principal ones

- Jon Baggaley, the principal consultant from Athabasca U, Tian Belawati from Universitas Terbuka and other regional mentors on call, like Prof Zhang Wei Yuan and Felix Librero.

The mentors in the network coach this entire original research and writing process, in order to extract acceptable work for publication. The mentors also negotiate with the editors and publishers to get PANDora works published.

## OUTCOMES FOR PANL10n

**1. Title:** *In a sentence summarise the change in the social actor.*

A dozen partners bridge the Computer Science and Language divide

**Outcome:** *Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.*

The network has instilled the importance of linguistics as a discipline in the young computer scientists, making computational linguistics as a viable career and research option, and enabling linguists and computer scientists to collaborate for development of solutions for their languages. Project staff in Sri Lanka, for example, after working in the project with a BS in Computer Science, ended up doing an MS in linguistics. The project developed integral collaboration between Dept. of IT and Dzongkha Development Authority in Bhutan. In Bangladesh, BRAC University not only hired language experts, but its CS department has now inked a collaboration with Dhaka University Linguistics Department. Such professional and institutional collaborations have also been observed in all partners. These activities have been directly motivated through the project, but will have a lasting effect on how linguists perceive computer science and vice versa in these regions from now on.

**Classification** *(you can tick more than one):*

- ☒ *Greater knowledge sharing*
- ☐ *A broader scope of research*
- ☐ *Mentoring and peer support to build the capacity of its members*
- ☒ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** *Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.*

Language technology requires computer scientists modelling language. They understand modelling, but do not normally understand how language works, and therefore need collaboration with linguists. The collaboration is necessary for the development of language technology, or generally ICT in a language. One of the main reasons that language computing was missing in much of the partner countries was because linguists and computer scientists considered each other as totally different kinds of professionals who would not have much to do with each other. This project and network has certainly changed that, bringing linguists and computer scientists on a single platform and making both realize that they can successfully understand each other and work together to make meaningful difference through developing language computing. It is a fundamental change in the perception of these two kinds of professionals.

**Contribution of the PAN team, the network or both:** *Please indicate the evidence of your the network's contribution. How do you know that the external outcome was a result—*

*partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible*

The team structure defined through the network required cross disciplinary teams, by getting both CS partners and Linguistic consultants at senior level from another institution on board and by getting both technical and language graduates at development level. Teams across all partners have worked in this mode and now much more cohesion is seen between these two disciplines.

**2. Title:** *In a sentence summarise the change in the social actor.*

Research centres develop sustainable training ground for continued work in language computing

**Outcome:** *Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.*

Since 2004, through multiple kinds and levels of training imparted to the project teams, research centres with language processing capability in the universities in Bhutan, Bangladesh, Cambodia, Laos, Mongolia, Nepal, Sri Lanka, and Indonesia have evolved into sustainable systems which are now themselves training newer recruits and taking on language computing work.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ A broader scope of research
- ☒ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** *Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.*

Language computing is long term work, with solutions adapting to newer technology as it emerges. For example, what worked on computers must now also start to work on Mobile platform. Therefore, periodic training provided by an external agent such as PANL10n funding is insufficient, and internal sustainable models are needed. The PANL10n network has helped develop sustainable teams in country, through extensive training programs, and through choice of network partners (universities and R&D organizations), which will continuously take the work forward.

**Contribution of the PAN team, the network or both:** *Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.*

The network has developed sustainable capacity in many ways. A key strategy was through the PANL10n summer school programme, where the network members were grounded in formal education, grasping the theory and basic fundamentals of the domain. During the almost ten weeks of summer school, where the more 'advanced' country teams provided mentoring to others needing similar, technical experiences. Sustainable training also includes networking the partners to other researchers and organizations working in this area in the region. This was done by forging partnerships with organizations like NECTEC, planning sessions at major conferences and events like IJCNP, and inviting diverse set of trainers for regional and national training.

Explicit efforts were also made for marketing the project to relevant organizations and inviting them to participate and support the network partners, establishing direct links between project members and others, e.g. ALRN project of Japan is supporting work on Urdu and Nepali, extending some of the work being done in the project. Microsoft is working with PAN L10n partners in Bangladesh, Cambodia, Laos, Pakistan and Sri Lanka for localization of its platform in independent projects. Nokia is working with Bangladesh partner for its work on Bangla, also independently of PAN L10n project.

A key way in which capacity building was indigenously instituted was through encouraging partners to develop research centres in language processing at their organizations. This has been successful in training more students and staff. This has been done in several partner universities, some of which have also developed course work (e.g. in Computational Linguistics) and are offering regular curricular based training to its graduates.

**3. Title:** *In a sentence summarise the change in the social actor.*

A dozen partners share technology and expertise at regional and country levels

**Outcome:** *Describe who changed, what changed in their behaviour, relationships, activities or actions, when, and where.*

The project has enabled a dozen partners to build trust and relationships, enough to enable them to share knowledge and technology, and help in training and building the expertise of each other. For example, the OCR software developed in Sri Lanka was given to Laos to develop their own OCR. The Nepali team working on OCR tied up with and visited Bangladesh team to study their work on OCR. The Nepali team, having gained expertise in localizing Open Source Software, trained Pakistani, Cambodian, Lao and Mongolian team to localize OSS in other languages. There has been exchange of ideas over emails and other visits as well. This has given confidence to partners to engage with other players for the project and generally. They have also been active with other networks, thus learning and growing from the experience. For example both Nepal and Bhutan are now plugged well into the OSS networks.

**Classification** *(you can tick more than one):*

☒ Greater knowledge sharing



- ☐ A broader scope of research
- ☒ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Partners now know each other well enough that they have started directly communicating with each other and sharing ideas, software and knowledge. This potentially will contribute to reducing re-invention, redundantly spending resources which are already scarce, assisting in sustainability, growth and also the generation of newer ideas and networks.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

The network organized regional training which helped integrate the teams. It also encouraged teams to share resources for collaboration. The encouragement was also done through funding such activities on the requests of the partners.

**4. Title:** In a sentence summarise the change in the social actor.

PANL10n project leaders and teams adapt a user and gender focus.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

All nine PANL10n project leaders and teams in the eleven countries are now actively considering the social impact of the software they are producing and learning how to make research meaningful by translating it into real end user applications. The teams disseminate the software they are developing to actual users, especially in the second phase. Thus, they focus on the real use of the software, beyond developing software applications in the laboratory, carrying out research and publishing papers. They are also maintaining a gender balance in their work, by making sure that there is gender balance in the composition of the development project teams. This has helped orient the partners be sensitive in the aspect of equal gender representation.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☒ A broader scope of research

- ☐ *Mentoring and peer support to build the capacity of its members*
- ☒ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Being technologists, most partners were not focused on the usability of software, in designing effective training methodologies, and in monitoring and evaluation of impact on users. For gender, previously the teams were not explicitly considering it as a dimension, but now focus on it explicitly during hiring and training of end users.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

Outcome Mapping and Gender Evaluation Methodology have been introduced to the Project by IDRC/PAN. The PANL10n teams development and user dissemination teams are strongly plugged into adapting Outcome Mapping M&E methodology and the gender dimension into their learning process and they have now produced an Internet- based evaluation software that integrates outcome mapping and gender dimensions , named OM(g)

**5. Title:** In a sentence summarise the change in the social actor. A dozen partners and nine project leaders incorporate Intellectual Property Rights as a significant dimension to their research

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

A dozen project partners and nine project leaders now appreciate the value of Intellectual Property Rights of others and of their own inventions and how to protect them. All have signed a very explicit statement on this, called the IPR Agreement, in their contract with PANL10n. Thus, they now realize its importance in this project and can apply same principles across other work.

**Classification** (you can tick more than one):

- ☒ *Greater knowledge sharing*
- ☐ *A broader scope of research*
- ☐ *Mentoring and peer support to build the capacity of its members*
- ☒ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

IPR discussions and licensing of the project in both phases have helped them realize that intellectual property is a key resource in the information age and in particular pertaining to ICTs. Understanding and protecting one's and others' rights is important for working and sustaining this sector. They have also been introduced to the fact that sharing knowledge and inventions does not compromise their rights and that open regimes like GPL or Creative common licenses also protect their rights but also help in the dissemination of knowledge.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

The network has had significant discussions on IPR, mostly between project leaders, not the team members. PANL10n has also introduced the open source and open content licensing as an effective way to share non-commercial research.

**6. Title:** In a sentence summarise the change in the social actor.

PANL10n network members and secretariat embrace open licensing.

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

In finalizing the proposal for phase II, at the end of 2006 (and in discussions months prior), the project staff, country teams/institutions, and IDRC staff reached consensus to promote the use of Free and Open Source Software and to adopt the General Public License (GPL) for software outputs and Creative Commons license for disseminating research outputs.

**Classification** (you can tick more than one):

- ☒ Greater knowledge sharing
- ☐ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☒ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

The PANL10n stakeholders are becoming more aware of the significance of licensing practices and decisions, particularly for this project. For example in Laos, the attitude towards FOSS prior the network project was very negative, largely due to lack of awareness. This attitude shifted as PANL10n was implemented and the influence of network members such as

the Nepal team, the change in the attitude of the network project leader and programme officer, and PANL10n's new partnerships with organisations that support open movements (as with NECTEC) helped with de-mything FOSS. This consensus is an indicator that minds-set have changed, and that myths around the infeasibility of FOSS in the phase I has disappeared. In addition, there is greater knowledge sharing: Adopting open licenses to content and software developed under public funds is not only ethical but allows for greater knowledge sharing because the outputs are shared/given freely to the public. Furthermore, the decision will enable PANL10n to influence policy and practice on information and communications technology for development.

***Contribution of the PAN team, the network or both:*** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible

The network peers have influenced each other, and the leadership of the network and IDRC have also led to the change in the attitudes regarding Intellectual Property Rights.

***7. Title:*** In a sentence summarise the change in the social actor.

PANL10n team goes international.

***Outcome:*** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

As a result of their international and regional exposure through their work for the network, and their level of engagement in platforms and meetings, such as the World Summit on the Information Society and the Internet Governance Forum (Nov 2007, in Rio), the PANL10n team is more competent and confident to participate at these levels.

***Classification*** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☒ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

***Significance:*** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Increased engagement at the international and regional levels and more confidence in building ties, has allowed the leadership of the network to reach out to broader areas of work

and to connect with non-network actors. This is notably true and advantageous in engaging with the private sector (Nokia) in working on mobile issues and engaging the IGF dynamic coalitions in multi-lingual work for the Internet.

**Contribution of the PAN team, the network or both:** The opportunities provided for the secretariat in Lahore by IDRC has allowed Dr. Sarmad and his team to build the social network internally and allowed them to explore new connections and learn to engage with the international scene. Maria and PAN's contribution in identifying key opportunities (such as IGF Rio) is not to be underestimated.

**8. Title:** *In a sentence summarise the change in the social actor.*

Team leaders develop regional perspective

**Outcome:** *Describe who changed, what changed in their behaviour, relationships, activities or actions, when, and where.*

The project has developed a dozen national teams. Most of team members and leaders have been working in national context. However, the project has been key in changing this perspective. Working with other teams within the project, the team members, especially team leaders, who have had a chance to interact via emails and face-to-face through training and regional meetings, have grown to see a more regional perspective in their work. This is especially true for the regional secretariat, which has been involved in regional networking and support on daily basis. The physical travel has also helped these leaders to understand and appreciate the cultural differences, and on the ground constraints different countries face. The whole project has thus helped develop a significant regional appreciation in the work of these researchers.

**Classification** *(you can tick more than one):*

- ☐ Greater knowledge sharing
- ☒ A broader scope of research
- ☐ Mentoring and peer support to build the capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** *Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.*

It is important to have the regional picture for researchers, as it helps develop a broader picture of the set of challenges being faced and thus more robust solutions. National contexts are important but regional perspective adds more depth of experience and more potential for further collaboration, as researchers can see that they may share same or similar challenges across national boundaries.

***Contribution of the network:*** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible

All partners in the network, especially the country project leaders and team leaders have travelled, met each other and had detailed discussions to understand the variety of problems and a variety of solutions. They are now directly and freely interacting to solve common problems. This is evidenced by exchange of training staff between countries and exchange of emails for solving common problems. This is possible through the resources that PAN has made available to the project for the networking purposes. Also, PAN has brokered many of these partnerships.

## OUTCOMES FOR PANACeA

*(PAN Asian Collaboration for Evidence-based e-Health Adoption and Application)*

**1. Title:** Network members are building research collaborations amongst themselves

**Outcome:** The seventeen members of PANACeA are sharing research ideas and proposals and discussing methodologies, which they were not doing before. This is the first time for many that they have broken out of doing research on their own and are engaging collaboratively with other researchers on eHealth.

**Classification** *(you can tick more than one):*

X *Greater knowledge sharing*

☐ *More scope for research activities*

☐ *Building capacity of its members*

☐ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** By working together eHealth researchers are developing a more holistic understanding of their research and potentially will be better positioned to influence changes in policies and practices.

**Contribution of the PAN team, the network or both:** Network these researchers to work together as members of a single network project, and implement eight research projects. Also, facilitating collaboration by designing communication protocols, providing tools for better communication.

**2. Title:**

Aga Khan University builds capacity to manage a research network

**Outcome:** Aga Khan University, as the host institution for PANACeA, is learning how to manage a network project through its six staff members seconded to it. This is the first time AKU has served as a host for an international research network.

**Classification** *(you can tick more than one):*

X *Greater knowledge sharing*

☐ *More scope for research activities*

X *Building capacity of its members*

☐ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** The long-term sustainability of PANACeA depends on developing local ownership of the project.

**Contribution of the PAN team, the network or both:** IDRC contracted with AKU to host PANACeA that AKU accepted for three years.

**3. Title:** PANACeA project teams focus on health outcomes

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

Over the course of 2007, the PANACeA project leaders and project members began the process (different members having different respective starting points) of changing their understanding of studying ehealth interventions – from ephemeral examinations of activities and outputs, to a more nuanced and systematic examination of health outcomes. This change process promises to be emphasized throughout the life of the network. The evidence of change is that the proposals that were initially submitted in the spring of 2007 were not at all focused on health outcomes. Now, the final versions are more focused on health outcomes than the previous iterations.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- X Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:**

The recognition of health outcomes (as opposed to simply outputs) is at the core of PANACeA's mandate to seek evidence-based research findings. It is designed to set this ehealth network apart from other funded ehealth and telemedicine projects. In that vein, PANACeA strives to produce evidence-based research that relates to outcomes such as: shorter waiting times for patients; an increase in efficiency for health providers; and more efficient bed use and reduction in unnecessary tests/procedures for the health system.

**Contribution of the PAN team, the network or both:**

Based on PAN's past experience supporting ehealth and telemedicine projects in Asia, there was a concerted effort when designing PANACeA to place the focus on health outcomes. This was achieved through, among other means, supporting a pre-project scoping study on all past PAN-supported projects, as well as other ehealth projects in developing countries, to ascertain key patterns, lessons and requirements to inform the development of PANACeA. The emphasis on health outcomes has been present since the inception workshop in Manila (January 2007), and is one of the PCTAs (PANACeA Common Thematic Areas).



**4. Title:** PANACeA expands in Afghanistan and creates a new project on bio-surveillance

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

The AMT (Advisory and Monitoring Team), a group that is collectively responsible for working with the eight projects that comprise PANACeA, decided in principle to include two new members from Afghanistan (French Medical Institute, Kabul and ROSHAN Telecommunications, Afghanistan) and a new project on bio-surveillance issues in Sri Lanka. The project was presented approximately a year after the existing eight projects first came together and drafted their initial proposals. The AMT's decision illustrates the flexibility and foresight within the team at this early stage of the project – with, of course, a healthy amount of precaution before proceeding. As the funding amount and timelines will not be identical to those of the other PANACeA projects, the inclusion of this project is quite significant.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- X More scope for research activities
- ☐ Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Broadening the scope of research includes expanding the base of each regional network (i.e. the number and scope of projects). Including partners from Afghanistan adds one more country to the network. The bio-surveillance project submitted by LIRNEasia exhibited great promise and fit well with PANACeA's objectives. The AMT's decision to support the project indicates a change in behaviour that values strong and relevant projects that could broaden the scope and reach of PANACeA.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible

The Network fosters an atmosphere that encourages open consultative processes that leads to a decision-making that is thorough and thoughtful but at the same time flexible to emerging concerns. That is, PANACeA is moving a way from a rigid structure that makes strong project ideas wait until the end of the phase to get added.

**5. Title:** PANACeA's AMT decides to develop a communications protocol

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

At the last AMT meeting (over Skype) a decision was taken to develop a communications protocol for the AMT, project leaders and other project members. This will involve a code of conduct when it comes to communicating in a timely and appropriate manner.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- X Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

PANACeA's structure is distinct to the other three networks because it contains a targeted mentoring mechanism, the AMT. This decision to develop a communications protocol reflects the growing recognition by the AMT of the need to be responsive and timely with their inputs, all of which is crucial to a project's success.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

The AMT consists of two members from the PAN team. These members participate in meetings, decision-making processes and the provision of general comments. It should be noted that PAN members are not directly responsible for mentoring any project or for any of the PCTAs. AMT members receive a monthly honorarium from the network's budget, which is proportionate to their contribution. This amount provides the incentive and monetary resources to the AMT members to provide adequate mentoring to each of the projects they are assisting, for timely communication is essential.

PANACeA also gives heavy emphasis to communication, and has developed a PCTA to guide this agenda. The PANACeA team at AKU also includes a 'Communication Officer' to help the PCTA lead and AMT in developing communication protocols and tools to improve communication within the network.

**6. Title:** AMT accepts the responsibility to support network members in difficult circumstances

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

In three situations in which network members found themselves with assignments in which they were hard-pressed to carry-out their responsibilities, the AMT devised creative solutions. The three members were supported change assignments and thus continue to be involved in the network in ways that build on their strengths.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- X Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

The outcome is important because a mismatch between responsibilities and abilities is not uncommon in fast-paced projects with little time and space to determine the suitability for the responsibilities we expect network members to fill. The AMT's active leadership in supporting the members allowed the project to move on in directions that promise to be beneficial for all.

**Contribution of the PAN team, the network or both:**

Shariq in particular gave special attention to mobilising the AMT to come up with feasible and fair solutions. He had support from other AMT members, including Chaitali and Laurent from PAN.

**7. Title:** Host university shows more trust in the partnership with IDRC

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

The AKU finance team's attitude toward the IDRC partnership has begun to change in a way that indicates a greater degree of trust. This has gradually taken place and the first sign of it was shown in March 2008, when they accepted email approval from IDRC – instead of insisting on a formal letter.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- X Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

Greater trust between IDRC and AKU finance is very important in many ways. It helps speed of processes between AKU and the third party recipients, and also avoids placing the project leader and the AKU project staff in a difficult position – between IDRC and their institution's finance team.

**Contribution of the network:** Please indicate the evidence of your network's contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

There was concerted and frequent communication and sharing between IDRC – particularly the responsible PO and AKU staff (the PANACeA team and the Finance team)

#### **8. Title:** AMT prioritise face-to-face meetings

**Outcome:** Describe **who** changed, **what** changed in their behaviour, relationships, activities or actions, **when**, and **where**.

At the five-day workshop in KL last December, there was a collective realization among the PANACeA AMT and members, that more frequent than the current face-to-face encounters would enrich dialogue and sustain momentum from one encounter to the next. In past month the AMT and PAN team have decided that funds will be allocated.

**Classification** (you can tick more than one):

☒ Greater knowledge sharing

☐ More scope for research activities

☐ Building capacity of its members

☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

The rich depth and individual attention that can be given through face-to-face encounters is undisputed. The dispersed nature of the projects (AMT and project members across countries and time zones) benefits greatly with regard to knowledge sharing from face-to-face meetings.

**Contribution of the PAN team, the network or both:**

The AMT and PAN team discussions in Kuala Lumpur were a first step and IDRC's approval that funds will be made available for this activity are the last.

**9. Title:** Network members are building research collaborations amongst themselves.

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

Over the past year, a majority of the 20 eHealth researchers in seven countries working on PANACeA projects have demonstrated a better understanding of how to analyse the research problem and the desired outcomes and then how to develop an appropriate research design and methodology. The changes can be witnessed in the improved quality and sophistication of the project proposals from one version to another.

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- X Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:**

Past research work related to ICT interventions in developing countries, particularly in the health area, has often lacked research rigour, notably due to inappropriate research design, an inadequate process of identifying outcomes and a lack of on-going mentorship. A network like panacea was meant to palliate these issues and its initial work seems to be having a positive effect, which should ensure better information on whether, how and to what extent ICT interventions are having an effect on health outcomes. .

**Contribution of the PAN team, the network or both:** Through the mechanism of the Advisory and Monitoring Team mentors worked with each of the eight project teams in an iterative process of project development from the initial workshop in the Philippines, through to the workshop in Malaysia (Dec 2007) and beyond. The evidence for the contribution of the mentors (and other members of the network) to improving research capacity can be seen in the correspondence between mentors and the research teams they are working with. This has happened face to face through two workshops, as well as online through on-going communication between mentors and research teams (the former isn't documented to the same extent though).

**10. Title:** PANACeA partners engage in open and frank dialogue

**Outcome:** Describe *who* changed, *what* changed in their behaviour, relationships, activities or actions, *when*, and *where*.

The outcome in this case stemmed from a research partner openly questioning the ability of the mentor to support the development of the proposal and the ATM agreeing to change the mentorship for that activity and hence the research proposal has significantly improved recently. This is a demonstration of how PANACeA is showing itself to be an “open” network, conducive to frank dialogue, which has ensured a better result (i.e a better proposal).

**Classification** (you can tick more than one):

- ☐ Greater knowledge sharing
- ☐ More scope for research activities
- ☒ Building capacity of its members
- ☐ Influencing policy and practice on information and communications technology for Development.

**Significance:** Briefly explain why the outcome is important in relation to the category(ies) of outcome in which it is classified.

An effective network needs to be built on trust and open dialogue, which then can lead to greater knowledge sharing and foster good quality research results.

**Contribution of the PAN team, the network or both:** Please indicate the evidence of your network’s contribution. How do you know that the external outcome was a result—partial or total, intentional or unintentional—of your activities? Please be concise. In a sentence or two, describe what you did, when and where as specifically as possible.

The network obviously contributed to fostering a climate of trust and openness that allowed those partners to speak openly.

## Annex 6

### **ANALYSIS of PANDora Survey Results**

**by Naveed Malik and Maria Ng**

**1. PERSONAL INFORMATION** There were 12 respondents from Bhutan, Cambodia, Canada, Indonesia, Mongolia, Pakistan, Singapore, Thailand and Vietnam. As you will see, not everyone answered all the questions.

**2. EXPERIENCE WITH THE NETWORK** This question was included at Chaitali’s request and the answers are available of course separate from the rest of their answers in order to ensure confidentiality.

**INSTRUCTIONS:** Summarised below are the responses to each of the areas of capacity, which are the focus of this stage of analysis. Here and there we lightly edited the open-ended responses when

necessary to guarantee confidentiality. As you can see, there was general satisfaction with administrative resilience and performance of the PANDora network.

Following each summary are two analytical questions, one concerns your assessment of the satisfaction expressed by stakeholders and the other of the areas for improvement. In the evaluation we have already address the question on outcomes. Thus, here we address the first and third evaluation questions on the health of the networks.<sup>10</sup> We believe both are self-explanatory except perhaps for two concepts:

By “**actors**” we mean **key** people or institutions within or outside of PANDora – for example, one or a group of members, the host institution, allies, social actors that you are attempting to influence, as well as you as network leader and programme officer(s).

“**Factors**” includes the **principal** political, economic, social, cultural, technological, environmental, financial, psychological states and conditions that may affect your capacity – for instance, changes in government, the price of oil, civil society’s views and practices around ICT, improvement in ICT infrastructure, natural disasters, funding for the network, and indeed specific incidents of success and failure of the network and their effect on the members and on you yourselves.

The analysis we ask you to do concerns the meaning of the quantitative and qualitative assessment for PANDora in each of the areas of capacity. Please agree between yourselves on the answers to the two questions for each area of capacity.

Remember that in the open-ended qualitative responses you are not looking for a majority opinion but for insight that gives meaning to the quantitative data. Thus, one person’s comment or suggestion may be enough for you to agree that she or he has proposed a wonderful criticism or insight that you wish to take up.

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<sup>10</sup> Evaluation Questions:

1. How ‘healthy’ are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competence: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity.
2. What outcomes are PANI10n, PANDora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, and iii) mentoring and peer support to build the capacity of its members?
3. What actors and factors have contributed to the health and outcomes of the four networks (including PAN’s support) from their inception and throughout their development? (See Terms of Reference, page 2.)

### 3. LEADERSHIP

*Based on existing literature, leadership in networks stands on two legs. One is the competencies of individuals who assume formal leadership roles (in the governing body, the global, regional or country secretariats or co-ordinating offices). The other is on the collective capability to recognize and engage emerging leadership in the network. The informal and fluid nature of networks is such that leaders must be comfortable with complexity and uncertainty. They must also be capable of dealing effectively with informal power and non-hierarchical relationships and processes. Consequently, research findings have shown that the traditional, solitary, authoritarian leader model will not work. Network leadership requires the skills of building consensus, resolving conflict, and facilitating joint action.*

#### 3.1 – To what extent does the current leadership of your network meet these criteria?

	Out sta nd ing	Bet ter tha n req uir ed	Ha s bas ic qu aliti es an d skil ls	Def icie nt	Do not un der stand the qu esti on	No opi nio n or not app lica ble if net wor k lea der	
<b>3.1 Ensure the fullest equal participation among the sexes in the overall decision-making processes.</b>	55% (6)	18% (2)	18% (2)	0%	0%	9% (1)	
<b>3.2 Emphasize building relationships of trust internally and externally.</b>	46% (5)	18% (2)	27% (3)	0%	0%	9% (1)	
<b>3.3 Support everyone to interact effectively in a creative, constructive and gender sensitive manner.</b>	46% (5)	18% (2)	27% (3)	0%	0%	9% (1)	
<b>3.4 Where appropriate to activities or issues, encourage leadership to emerge around the network .</b>	46% (5)	27% (3)	18% (2)	0%	0%	9% (1)	
<b>Total</b>	<b>21</b>	<b>9</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>44</b>
<b>%</b>	<b>48%</b>	<b>21%</b>	<b>23%</b>	<b>0</b>	<b>0</b>	<b>9%</b>	<b>1.01</b>

#### 3.5 Do you have other expectations of the leadership of your network?

- No, since we mostly work with our group.
- PANDora has a two-tier leadership system, and a certain amount of the network leadership is subsumed at the second tier level, i.e. technical, financial and paperwork leadership at the subregional project level. The network design is currently decentralised for administration. The



Project Leader at the regional level needs to re-assume centralised control, both administratively and technically.

- More priority for female participants.
- The two PANDora leaders (in Pakistan and Indonesia) have worked tirelessly to encourage collaboration, timeliness, and quality among the project teams - against sometimes severe odds. These relate to the lack of research and collaborative experience in some of the teams and the cultures in which they work. The project was fortunate to have two of the most eminent Asian academic leaders in distance education as its co-leaders. Together they have ensured that the PANDora activities from 2005-07 have generated high-quality results, collaborative learning, and numerous peer-reviewed publications and conference presentations. It is difficult to imagine that such outcomes would have been achieved by less senior and respected leaders.

### **3.6 Do you have general comments or suggestions about leadership in the network, or specific comments on how your network could improve its leadership?**

- If possible our leader should encourage communication among various groups.
- For the 1st tier leadership, a strong scoring for 3.4 makes 3.1, 3.2 and 3 less visible. For the 2nd tier leadership, I would score 3.1, 3.2 and 3 as "Deficient".
- Unfortunately, the leader for our sub-project passed away half way through and a totally new person came in. Perhaps provisions for a deputy who could take over in such instance within the team could be made.
- An attempt was made to delegate sub-project funding responsibilities to the institutions identified as sub-project leaders. Although the deliverable arrangements were adequately defined in advance, in certain sub-projects the arrangement lead to stalemates, as project leaders waited for deliverables before making payments, and team members waited to be paid before delivering. A centralised funding mechanism is recommended for a future PANDora project.
- Network leader comments and advises very useful

**ANALYSIS QUESTION 3A:** *Based on the quantitative and qualitative responses, how do you explain the leadership success of PANDora? What actors and factors do you consider were decisive in the judgement of the majority of stakeholders that leadership is better than required and even outstanding?*

We gave ample warning and opportunity to those partners who failed to deliver to improve ( eg Laos, India).

We bent over backwards to assist those in the developing countries who had no ability (eg Cambodia, Vietnam)

We terminated partners only after considerable persistence with them.

We replaced with new partners (eg Bhutan, China) immediately to make up for lost ground so that the affected sub-projects could still be brought back on the rails.

Leadership was decentralised so that interaction with the partners was constant - Tian Belawati focused on manuscripts; Jon Baggaley was on the ground mentoring during his one year plus sabbatical, Naveed was in control of administrative issues and Maria was advising both the leadership and some of the partners in the background.

The network could see that we took firm action after the expected level of persistence.

The leadership never tried to micro-manage any project, and only stepped in to resolve disputes or where some specific guidance was requested.

The leadership was very insistent about the quality of academic work and exposure of the same through the sub-project teams at various international forums. In other words, credit was placed where it was warranted.

**ANALYSIS QUESTION 3B:** Based on the open-ended qualitative responses, what changes should be made to improve the leadership in PANDora?

Set up a strong archiving and e-site for each of the subprojects so the leadership and the network partners can see the communication and work in progress of each subproject. This has started with the recent establishment of a PANDora BaseCamp site.

In particular, this approach will encourage and improve communication among various groups of researchers.

Re-assume control over those administrative, financial and contractual aspects that were delegated to the sub-levels.

Have a second back-up plan for the subproject leaders.

Choose partners who have ability to perform well in the virtual world. Provide thorough pre-project training on this aspect. Check out and support the infrastructure and equipment of the partners for optimal e-performance.

Where weaker partners are involved and where the need is greatest, a clear mentoring and supporting structure should be adopted.

#### 4. LEGITIMACY

*Effective networks have a status that enables them to operate with the general consent of its internal and external stakeholders. This legitimacy is derived from the network operating according to universally recognised ethical and legal norms and procedures. The legitimacy is also generated by a network effectively connecting individuals across organizational, sectoral and jurisdictional boundaries, creating a legitimate 'third space' for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants.*

##### 4.1 How well do you consider the network is at fostering legitimacy amongst internal and external stakeholders?

Outstanding	Better than required	Sufficient	Deficient	Do not understand the question	No opinion
9% (1)	36% (4)	46% (5)	0%	0%	9% (1)

##### 4.2 Do you have other general suggestions or comments on your network's legitimacy or on what your network should do to enhance its legitimacy?

- Unfortunately, the "universally recognised ethical and legal norms and procedures" turned out to be not quite so universal. The network has had problems with academic writing that in many cases, fell far short of understood ethical requirements such as acknowledgments etc.

Many issues regarding the generation and ownership of intellectual property have also surfaced. The network has already organized a talk/seminar on many of these issues but a lot more education is needed.

- I've no idea how 's legitimacy exist in other projects, our project 's no problem.
- This network is engaging in regional and international platforms that deal with distance education issues. Its brand-name is becoming well-known. The network is creating legitimacy through publishing in international publications. However, the project partners are not good networkers by a long stretch.
- no idea
- I strongly suggest not to separate Public sector and Private sector. In my country, I normally see that Private sector performs much better than Public sector.
- At times, it has felt as though the PANDora project has been trying too hard to foster ethical sharing and legitimacy. An interactive web site was created, with audio-conferencing facilities designed for low-connectivity institutions. A programme of online project discussions was organised. Approx. 25% of the network's members apparently never used these facilities, however, despite being urged to do so by the project leadership. As a result, the equitable sharing of insights and results within the network was limited to the more enthusiastic members only. To some extent this may have been due to inadequate English skills, though more detailed guidelines regarding equitable collaboration should be delivered prior to any future PANDora funding.

**ANALYSIS QUESTION 4A:** *Based on the quantitative and qualitative responses, how do you explain the almost universal satisfaction with legitimacy in PANDora? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

Legitimacy has come largely from the publications of PANDora, which collectively form PANDora's branding and face to the world. There was a large set of PANDora publications which gave the network members a sense of achievement, even though the manuscripts had to be painfully extracted.

There is a sense of the presence of network ownership in that key DE administrators were constantly engaged and requiring compliance to rules and norms of network behaviour ( need for communicating, responding, meeting deadlines for reporting manuscript submission), even through there were some recalcitrant members who let other members down.

**ANALYSIS QUESTION 4B:** *Based on the open-ended qualitative responses, what changes should be made to improve legitimacy of PANDora?*

There were issues relating to IPR which became a bone of contention, upsetting relationships between partners. IPR is an aspect of network legitimization and must be dealt with in great depth so that there is much more understanding between partners and management on this issue.

There is a dire need to improve intra-network communications and sharing of ideas and discoveries within the various research groups. The introduction of BaseCamp as a collaborative tool is expected to greatly enhance the experience and improve equitable collaboration between the groups with minimal effort.

## 5. RESOURCE MOBILISATION

*Networks need to be able to mobilize and leverage financial resources in order to encourage new ideas and coordination, and to support weaker participants who rely on the network for project funds.*

### 5.1 How satisfied are you with your network's fundraising?

Very satisfied	Moderately satisfied	Not satisfied	Very dis-satisfied	Do not understand the question	No opinion or not applicable
33% (4)	25% (3)	0%	0%	8% (1)	33% (4)

### 5.2 Do you have any general comments or suggestions on resource mobilisation for the network or for what your network should do differently regarding resource mobilisation?

- We should encourage network's fundraising if there 's not enough fund for the projects.
- We 've no information about fund raising otherwise we'll try get more fund to develop those LOMs.
- Resource mobilisation can be problematic when a project involves members from different countries since each countries has its own regulation in regards of funding from international resources.
- In general, the sub-projects have existed based solely on IDRC funding and other than some contributions in kind from the host institutions of some of the researchers, very few of the sub-projects have managed to mobilize any resources locally. The exceptions are the Philippines and Sri Lanka. However, in the latter case, multiple sources of project funding have led to intellectual property ownership issues. It should be pointed out, however, that the PANDora project never asked its participants to do any active fundraising; the sub-projects were fully funded by the IDRC grant. Major contributions in kind have been provided by the network lead institutions, i.e. Virtual University of Pakistan and the Universitas Terbuka, Indonesia.
- The network has been having several non-performing partners who have had to be terminated. The network is not quite established yet as an effective machinery and needs time to reset. The timing has not been quite right for the network to focus on fundraising.
- The network do not do fundraising.
- The PANDora leaders were flexible in responding to the unforeseen needs of certain teams for extra funding. They are currently preparing a proposal for a second phase of the PANDora initiative (2009-12). It is likely that the proposed PANDora-2 will seek to build on the outcomes of PANDora-1 in both policy and practice - for example, by providing the resources for the most successful PANDora-1 teams to teach new Asian teams in the use of their distance education methods, and to help these teams in turn to spread the impact of this work to 3rd-generation teams.
- Very good

**ANALYSIS QUESTION 5A:** *Based on the quantitative and qualitative responses, how do you explain the satisfaction of the stakeholders with PANDora's fundraising? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

No partner in PANDora has raised funds. The PANDora leadership does not believe that the network has had sufficient time to mature as a network; partnerships are evolving and in fact in Phase 2, most partners will be new. Resultantly there has been no pressure on the Pandora partners to raise funds

and there have been no fund raising efforts and hence there is satisfaction among the partners regarding fundraising expectations of them!

**ANALYSIS QUESTION 5B:** Based on the open-ended qualitative responses, what changes should be made to improve fund-raising in PANDora?

We don't think this is an important issue for a network that has not yet consolidated, by a long stretch, given that in Phase 2, more than 70% of the partners of Phase 1 would have been replaced with new ones.

Sustainability is, however, being clearly addressed in the design of Phase 2. This is being done in the shape of bringing on board institutions with a clear mandate for DE efforts within their respective countries. This has implications for additional funding becoming available from national governments as the institutions will be executing projects that will follow national policies or become the driving forces for the same. However, as mentioned above, fund-raising is not considered an important issue at this time.

## 6. FINANCIAL MANAGEMENT

*Raising money is one key to success in international networks. Managing the money once it has been raised is another. Networks whose purpose and scale requires funding for joint project work, seeding innovation, or operational capacity of one or more co-ordinating offices, require good financial management systems. This is necessary to be effective, to meet accountability requirements of their funders, and to ensure transparency within the network.*

**How satisfied are you with:**

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
6.1 The financial policies on how your network should and should not manage finances?	42% (5)	33% (4)	17% (2)	0%	0%	8% (1)	
6.2 Spending, including the transfer of funds to partners?	33% (4)	42% (5)	25% (3)	0%	0%	0%	
6.3 Accounting for money received and spent in your	36% (4)	55% (6)	9% (1)	0%	0%	0%	

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
network							
<b>Total</b>	<b>13</b>	<b>15</b>	<b>6</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>35</b>
<b>%</b>	<b>37%</b>	<b>43%</b>	<b>17%</b>	<b>0</b>	<b>0</b>	<b>3%</b>	<b>1</b>

#### 6.4 Do you have any comments or suggestions on financial management in your network or for what your network should do differently regarding financial management?

- We 've about 200 \$ per Loms which is not very attractive for Loms developer (include content specialist , educational technologist , programmer...etc.)Since it take a lot of time and efforts to create a good LOMs. Regularly the usual price is more than 1,000 \$.
- It is better to have one financial management of each project on each country to avoid differences in regulation among countries, fluctuating exchange rates, transfer fee etc.
- Many sub-projects have not been able to fully utilize the funds allocated to them. In most cases this has not impacted the project outputs but in some cases poor financial management at the sub-project level has led to disputes about what comes first: the deliverables or the funding! In another case, a possible outcome of poor fund disbursement has been non-responsive researchers although the individual cases need to be investigated to determine whether the non-responsiveness came first or vice-versa. The savings so affected have allowed the project to be extended for another year. Financial management at the top level of the network has been fairly effective and transparent.
- The financial management of the project has been decentralised. In retrospect, this has not been an excellent model, as sub-project network leaders have little experience and institutional support in managing funds. They tend to with-hold funds and achieve savings by not paying out, but this has the effect of causing even more bottle-neck.
- The project has inter-country sub-prjects, which has resulted in multi-level financial management and inter-country transfer of funding. It has been quite complicated.
- In a previous answer, I referred to the fact that the decentralised funding mechanism of PANdora has not been universally successful. Although it was clearly defined and monitored in annual synthesis meetings, the collaborative teams in certain sub-projects have failed to work together well, as the leaders have awaited deliverables before making payments, and other team members have waited to receive payment before delivering. This issue will be addressed via a central disbursement plan in the proposal for a PANdora-2 initiative.

**ANALYSIS QUESTION 6A:** Based on the quantitative and qualitative responses, how do you explain the satisfaction of ~~virtually all the~~ stakeholders with the three aspects of PANdora's financial management? What actors and factors do you consider were decisive in the network stakeholders' judgement?

There were sometimes huge problems along the way in the PANDORA system of two-tier financial disbursement and accountability. That there would in the end, be still a level of satisfaction, could be accounted for in the fact that ultimately, the problems were picked up and resolved by the central level.

In fact, several sub-project financial issues were resolved at the central level by either providing additional funding as and when required, or by becoming an active party in resolving chicken and egg situations about deliverables and funds. This could also have contributed to the general level of satisfaction.

**ANALYSIS QUESTION 6B:** Based on the open-ended qualitative responses, what changes should be made to improve financial management in PANDora?

The PANDora financial management should be centralised, so that disbursements to all researchers are made by the project coordinator and not by the subproject leaders. This is because many individual researchers do not have organizational financial management nor legal services (for contractual scrutiny) support. Sub-grants are tiny, and the amount that is going to the sub-coordinating institution is even tinier and is not generally considered a priority for providing organizational financial management support.

An on-line accounting system that sub-projects could access over the Internet could also prove extremely valuable. Projects could then input raw data and in return obtain reports about their expense status rather than having to do actual accounting and generate reports for the central leadership. Strong financial discipline could also be enforced through this option while allowing for the vagaries of infrastructure behaviour.

## 7. PARTICIPATION

*Given the voluntary nature of networks, the capability to facilitate participation is of paramount importance. Participants have a variety of expectations, perspectives and experiences. Enabling them to do things together will add value to what they would otherwise have done individually. That is to say that effective networks attend to both the tasks to be done and the social relations to be fostered. Networks also facilitate the engagement of their participants in dialogue, decision making, shared activities and conflict resolution.*

**7.1 How well do these network actors balance working together—getting things done—and engaging with each other in ways that add value to their work and experience in the network?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
Network leader	50% (6)	25% (3)	17% (2)	0%	0%	8%(1)	

Network participants	25% (3)	17% (2)	42% (5)	17% (2)	0%	0%	
PAN Asia team members	42% (5)	50% (6)	8% (1)	0%	0%	0%	
Total	14	11	8	2	0	1	36
%	39%	31%	22%	6%	0	3%	1.01

**7.2 How well do these network actors facilitate participants of different sexes, experiences and perspectives to engage in collective dialogue, decision making, conflict resolution and other shared activities?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
Network leader	58% (7)	8% (1)	25% (3)	0%	0%	8% (1)	
Network participants	25% (3)	25% (3)	42% (5)	8% (1)	0%	0%	
PAN Asia team members	33% (4)	58% (7)	8% (1)	0%	0%	0%	
Total	14	11	9	1	0	1	36
%	39%	31%	25%	3%	0%	3%	1.01

Network leader	13	4	5	0%	0%	2	24
	54%	17%	21%	0%	0%	8%	1
Network participants	6	5	10	3	0%	0%	24
	25%	21%	42%	13%	0%	0%	1.01
PAN Asia team members	9	13	2	0%	0%	0%	24
	38%	54%	8%	0%	0%	0%	1



### 7.3 Do you have any general comments or suggestions about participation within the network or any specific strengths or deficiencies you perceive?

- We should communicate more regularly . The problems is most of us seems very busy. The strengths is most of our participation is outstanding .
- I think one of the problem is language barrier. So this should be taken care of.
- The PANDora model is a fairly complicated one: a grand project which is the sum of several sub-projects with each sub-project comprising researchers from two or more countries of the region, with one country and researcher being designated the sub-project leader. Normally, the pairing was done with a senior institution/researcher with one or more juniors with the idea that capacity building and mentoring would happen in such an environment. The lessons learnt have been very varied with successes and failures both being included.
- Many network members do not appear to have a culture of sharing, or even to simply respond to communication. Phase 2 will drop many of the Phase 1 partners, and identify new partners, afresh.
- It has been very difficult to encourage the network participants to actively communicate to and with each other using the online communication channels.
- The PANDora project has found it difficult to ensure equal participation among team members from academic and political groupings. Although it is important for both to be represented in a collaborative project of this kind, so that research outcomes can be shepherded into policy and practice, bureaucrats are not typically skilled in academic research and may cause delays in the development of a project. Separate responsibilities for each type of team member should be carefully defined in future project proposals. The PANDora project has made a particular attempt to ensure gender balance among the participants, and to build gender comparisons into the project's research and evaluation studies. Some project leaders, however, neglected these principles. An extensive gender issues workshop is planned for the earliest stages of the proposed PANDora-2 project.

**ANALYSIS QUESTION 7A:** *Based on the quantitative and qualitative responses, how do you explain the relatively lesser satisfaction of the stakeholders with **network participants'** participation in PANDora? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

We had partners from Laos, Vietnam who were recalcitrant; after due diligence was given to trying to change their behaviour, we terminated their participation and replaced them with Bhutanese and Chinese partners. Surprisingly, partners from the mature DE institutions in Thailand and India were also a disappointment in their lack of network participation. They have been terminated and would not be featuring in Phase 2. These partners contributed to the stakeholders' relatively lesser satisfaction with the quality of the network participants' participation.

Another possible factor was tardy communications even within sub-projects that worked their way through to the end of the project. This may have been due to cultural factors, but the end result was a fairly high level of frustration within several teams.

**ANALYSIS QUESTION 7B:** *Based on the open-ended qualitative responses, what changes should be made to improve participation in PANDora?*

Partners in Phase 2 will be trained on e-communication and e-participation. They will be told that these are REQUIRED for qualification into the network and mechanisms such as BaseCamp will be inducted to ensure e-participation.

A study will be made into their e-readiness state, and steps will be taken to ensure that they have good equipment and Internet access support to enable their participation.

## 8. NETWORK MANAGEMENT

*For a network to grow and develop requires flexible, internal management. Network managers are not limited to those formally appointed as a network leader; many people in a network can contribute to good management. Effective network managers operate with a mindset focused on serving the network. They work with participants and with each other to frame network priorities, and then mobilise the knowledge, experience and resources (internal and external) to address identified priorities.*

*Simultaneously, they are change managers. They allow for autonomy, diversity of approaches and flexibility in how things are done at the global, regional, national and more local levels. Trust gained through effective management of relationships gives managers credibility. Trusted managers are better able to engage participants in productive dialogue, to make the best choices for the network to achieve its purpose, and to sustain its energy.*

**How well are these management functions being performed in your network?**

	Optimally	Adequately	Requires improvement	Not being performed	Do not understand the question	No opinion or not applicable	
8.1 Strive to provide all working group participants regardless of sex the opportunity to collaborate in activities that make best use of their skills and contribution.	46% (5)	55% (6)	0%	0%	0%	0%	
8.2 Co-ordinate effectively participants' activities in individual projects.	36% (4)	55% (6)	9% (1)	0%	0%	0%	
8.3 Co-ordinate effectively between and among the projects of the network .	36% (4)	64% (7)	0%	0%	0%	0%	
8.4 Co-ordinate effectively with other networks on common action issues.	27% (3)	55% (6)	0%	0%	0%	18% (2)	
8.5 Seek to ensure that the results of your network are more than the sum of the activities and outputs of the different projects and working groups.	55% (6)	46% (5)	0%	0%	0%	0%	
8.6 Actively concerned that the network support participants to become more competent and committed advocates of ICT4D.	45% (6)	27% (3)	0%	0%	0%	18% (2)	
Total	28	33	1	0	0	4	66
%	42%	50%	2%	0	0	6%	1

#### 8.7 Do you have any general comments or suggestions about the above mentioned elements of network management?

- We should have more communications among groups and expands the same experiment in other countries to broaden their knowledge as well as apply their findings into practice in their institute.
- All but point 8.4 have been addressed in previous answers. The PANDora plan was preceded by visits to many of the major ICT4D and DE funding organisations serving Asia, and the careful academic criteria built into PANDora's published output have ensured that other networks working in the same field and region have received international acknowledgement. The extensive PANDora output (four published volumes, and approx. 70 published reports) is now generating requests from other agencies for involvement in future PANDora activities.

### 8.8 Do you have specific comments or suggestions regarding other management functions you believe your network should perform?

- We should encourage our network participant to apply their findings into practice in their institute.
- Ability to solve problems by regular face-to-face visits by the Project Leaders is crucial. Unfortunately, the Project Leaders are very busy administrators, and their ability to travel is limited. The project advisor (consultant) undertakes the face-to-face visits for the project.

**ANALYSIS QUESTION 8A:** *Based on the quantitative and qualitative responses, how do you explain the satisfaction of the stakeholders with PANDora's network management? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

Problem solving was on-going throughout, by the network managers, and that reflects network management. This explains the satisfaction of the stakeholders with PANDora's network management.

**ANALYSIS QUESTION 8B:** *Based on the open-ended qualitative responses, what changes should be made to improve network management in PANDora?*

Given that the current leadership has limited time to travel, a couple more carefully chosen resource persons could be empowered to travel on their behalf for on-the-spot trouble-shooting, whenever a problem is seen to be arising.

## 9. COMMUNICATIONS

*Effective networks have significant capability to facilitate rapid, continuous and broad-based interaction among participants and with key stakeholders.*

#### How satisfied are you with...

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion or not applicable	
9.1 The opportunities for face-to-face communication?	46% (5)	27% (3)	27% (3)	0%	0%	0%	
9.2 The use of ICT for virtual communication?	27% (3)	64% (7)	9% (1)	0%	0%	0%	
9.3 The use of the website and discussion boards for sharing information?	27% (3)	55% (6)	9% (1)	0%	0%	9% (1)	
9.4 The gender sensitive manner of communication in your network?	55% (6)	36% (4)	0%	0%	0%	9% (1)	
Total	17	20	5	0	0	2	44
%	39%	45%	11%	0	0	5%	1

#### 9.5 What comments or suggestions do you have on communication in your network?

- We should encourage our network to participate in website and share more information.
- Although all researchers were IT proficient, in many instances they fell short of the communications requirements of the network. Participation in on-line audio-conferences fell short of the desired level and telephone calls had to be used in extreme circumstances. Although infrastructure was the culprit on many occasions, cultural behavior was also an issue in some cases, especially regarding delinquent behavior with respect to email responses.
- 9.4 is not an issue in that I have not noticed any gender-related discrimination, nor any other form of discrimination.
- , I have been often disappointed that the extensive facilities for interaction and document sharing at PANDora project's web site (<http://www.pandora-asia.org/>) are not more extensively used. This was due primarily to the inadequate motivation of certain members for the kind of sharing that the PANDora project was designed to facilitate. The bottom line of this minority group of network members was an interest in receiving Canadian funding rather than in truly sharing and developing educational experiences across Asia. The essential spirit and value of collaborative

R&D should be carefully discussed with future project applicants before funding to them is finalised.

**ANALYSIS QUESTION 9A:** *Based on the quantitative and qualitative responses, how do you explain the level of satisfaction of the stakeholders with communication in PANDora? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

There have been regularly scheduled i-Vocalise (audio-conferencing) sessions with the network partners.

There have been regularly scheduled annual Research Synthesis (face-to-face) meetings.

There have been intensive and prolonged face-to-face mentoring and coaching type of interaction with some of the developing country partners (Mongolia, Laos, Cambodia) through the consultant's one and half year sabbatical.

There has been less than satisfactory web-based type of communication and some of this may be cultural or because of timidity to communicate via this media because of English Language handicap. Because the stakeholders are Asians who assimilate with this lack of e-communication, there is perception that the level of communication is satisfactory.

**ANALYSIS QUESTION 9B:** *Based on the open-ended qualitative responses, what changes should be made to improve communications in PANDora?*

Partners in Phase 2 will be trained on e-communication and e-participation. They will be told that these are REQUIRED for qualification into the network.

A study will be made into their e-readiness state, and steps will be taken to ensure that they have good equipment and Internet access support to enable their participation.

In the initial stages of Phase 2, a fairly rigorous communication schedule will be announced and adherence to the same required. E-communications becomes second nature very quickly and active workers will adopt the regimen as their own in a short while.

## 10. KNOWLEDGE MANAGEMENT AND LEARNING

*Successful networks have the capability to add value by supporting internal processes of reflection on the experiences of the network and that of others. These reflections are then used to refine goals, policies and priorities. Successful networks also invest translating data into thoughtful, relevant and meaningful parcels. These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups within their immediate and extended social networks.*

**How satisfied are you with**

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
10.1 The learning processes in your network?	36% (4)	64% (7)	0%	0%	0%	0%	
10.2 The knowledge management in your network?	46% (5)	55% (6)	0%	0%	0%	0%	
10.3 The extent of ensuring gender equality in all aspects of these learning processes and knowledge management?	55% (6)	27% (3)	9% (1)	0%	0%	9% (1)	
Total	15	16	1	0	0	1	33
%	45%	48%	3%	0	0	3%	0.99

#### 10.4 Comments or suggestions on knowledge management and learning in your network?

- We should exchange knowledge management...
- I have not noticed 10.3 to be an issue with the network members.
- The constant opportunities for online discussion, on the network text forum and in the annual face-to-face synthesis meetings, generated a rich set of learning experiences and opportunities for educational advancement for all those who enthusiastically participated.

**ANALYSIS QUESTION 10A:** Based on the quantitative and qualitative responses, how do you explain the satisfaction of the stakeholders with PANDora's knowledge management and learning? What actors and factors do you consider were decisive in the network stakeholders' judgement?

Throughout the project period, the network participants experience constant work submission deadlines and they get constant feedback and editing of their work, which they then modify , explain

or rewrite. This process leads to satisfaction of the stakeholders in feeling that they have been learning. This includes manuscripts, technical reports or conference presentations and papers.

The opportunities provided by the network for its participants to present their work and participate in international conferences was another important factor in contributing to this judgement.

**ANALYSIS QUESTION 10B:** Based on the open-ended qualitative responses, what changes should be made to improve knowledge management and learning in PANDora?

PANDora should hold regular training workshops on specific issues that are relevant for the network.

## 11. ADAPTIVE CAPACITY

*A minimum of stability (in leadership, staff and financial resources) is needed for networks to consolidate and grow. Networks need strong analytical and adaptive capabilities to keep them alive in the face of changing contextual realities. They have the capability to add value by supporting internal learning processes that can help to refine goals and priorities. That is, they are strategic: able to adjust thinking and actions in response to changing circumstances based on improved knowledge and understanding.*

### 11.1 How satisfied are you with your network's capacity to create new structures, systems and procedures when needed?

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
46% (5)	27% (3)	0%	0%	0%	27% (3)

### 11.2 Do you have any comments or suggestions for improving your network's capacity to create new structures, systems and procedures when needed?

- The Project Leaders and Consultant consult closely with IDRC on issues such as the termination of partners based on non-performance; the insertion of new partners to shore up the uncompleted research, network, etc.
- The network's leaders remained consistently engaged with their project responsibilities from beginning to end. Considering that they were a busy University President and Vice-President, this was remarkable. Three other Presidents and numerous senior educational and national administrators were actively involved in the network as team leaders. The close working relationship between such high-level team members and novices in the field generated successful project mentoring, and helped to ensure that the network's approaches could be flexibly and authoritatively modified when required.



**ANALYSIS QUESTION 11A:** Based on the quantitative and qualitative responses, how do you explain the satisfaction of the stakeholders with PANDora's adaptive capacity? What actors and factors do you consider were decisive in the network stakeholders' judgement?

PANDora management when faced with non-performing partners took actions to assess, trouble shoot, coach, warn and terminate. These were replaced by new partners, who were brought in to shore up the gaps. This process reflects PANDora's adaptive capacity, and it explains why there is satisfaction of the stakeholders with adaptive capacity.

**ANALYSIS QUESTION 11B:** Based on the open-ended qualitative responses, what changes should be made to improve the adaptive capacity of in PANDora?

The management has learnt a lot from Phase 1, and will adapt Phase 2's design through:

More centralised financial management and contractual arrangements

More issues-based training workshops

Continue to test the capacity and reliability of a few more resource persons

More trouble-shooting visits

Install a better e-archive and learning management system such as Basecamp to monitor cluster groups' learning.

## 12. EXPERTISE

Another distinctive capacity of networks is their ability to draw on knowledge and expertise from diverse sources. Effective networks do not merely aggregate resources. They take advantage of and leverage the capabilities and professional and technical resources that different stakeholders bring to the network. They also create new knowledge resources through the networking process.

**How satisfied are you with your network's capacity to mobilise and develop gender-balanced expertise?**

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
36% (4)	36% (4)	9% (1)	0%	0%	18% (2)

**12.2 Do you have any suggestions for what your network should do differently in order to create greater opportunities and to mobilise more efficiently and effectively expertise, including gender balance?**

- Gender balancing was never viewed as a central theme in the network. Although the network was gender-neutral (even the leadership is well balanced), the idea of gender sensitivity had to be added to each and every sub-projects' perspective. A workshop on gender issues has been

specifically included in the activities for potential partners in a possible second phase of the project so that this issue is identified and understood from the very start. It must, however, be stated that at no time was any gender bias seen in the complex PANDora network.

- The project has a history of drawing on regional experts to mentor the subproject leaders and subproject partners. The project has budgeted for a Gender Training and will effect this in 2008.
- Given the importance attached to high-level academics and bureaucratic membership in the PANDora members, it is perhaps inevitable that the network's members were predominantly male. Cultural biases in Asia about gender roles made it difficult for some of the female members to function fully in their subprojects. These issues should be exhaustively discussed among the potential members of future PANDora activities.

**ANALYSIS QUESTION 12A:** *Based on the quantitative and qualitative responses, how do you explain the level of satisfaction of the stakeholders with PANDora's use of expertise? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

The two Vietnamese researchers' non-performance could be owing to their reluctance to cooperate under a female Vietnamese subproject leader. Eventually, the two male Vietnamese researchers were terminated.

PANDora has a history of drawing upon a variety of resource persons – Prof Zhang of HongKong, Prof Felix Librero of the Philippines, who were in addition to the Project's residential consultant, Prof Jon Baggaley. Pandora has afforded ample opportunities to the partners to network with other networks and knowledge sources through its frequent participation at regional conferences. These factors explain the level of satisfaction of the stakeholders with PANDora's use of expertise.

**ANALYSIS QUESTION 12B:** *Based on the open-ended qualitative responses, what changes should be made to improve the use of expertise in PANDora?*

PANDora will engage middle- level resource persons who will have more time to coach and mentor weaker PANDora organizations to strengthen their DE research and delivery capacities.

PANDora will engage more regional organizations which are able to take on responsibility in training and technology transfer. Such organizations also boast mature expertise in their portfolios; this will subliminally benefit the network even further.

### 13. FINAL COMMENTS

**Finally, do you have any other comments you wish to add to this evaluation of your network's administrative resilience and performance?**

- We should have sustainable development for distance learning. The administrator should extend the outstanding project for further development.
- I hope the project is fostered more quickly.

- Well-planned F2F interactions at critical intervals will be important while ICT-based interactions play very important roles in keeping us in touch and clarifying things on a continuous basis.
- The PANDora network was deliberately set up as a cross-country collaborative network in research. This was based on the premise that DE institutions built, established since the 1960's and long collaborating in regional context (AAOU, SEAMOLEC) for so many years, would be ripe for networking with this sophisticated design. It has been very difficult for the PANDora project to get proper networking behaviour from the new transitioning CLV countries, and this maybe a cultural issue. But more astonishingly, the expectation that role models and leaders would emerge from the long-established DE institutions such as the Indhira Gandhi OU, Sukhothai Thammasat OU and the Allama Iqbal OU, have not materialised. In fact, these partners had to be terminated. As a result, PANDora Phase 2 will see more new than old partners.
- During my intensive involvement in the interesting PANDora initiative from 2004-08, I have been constantly aware that the practices of Asian distance education are more sophisticated, thrifty, and culturally sensitive than many of those on "western" distance education is based. The resilience and performance of the PANDora network and similar Asian groups will be greatly enhanced when Asian educators have fully learned to discount much of the advice they receive from western consultants - possibly even including me!
- It is great if Donors can fund directly to Private sector as well.
- My personal advice is to implement and continue on with this grand project with Pandora-2, 3 etc., Also make the project implementation period so that more works can be done in more time frame.

**FINAL COMMENTS 13:** *Do you have any other comments you wish to add to this analysis of the findings about PANDora's administrative resilience and performance?*

IDRC program officers engage in an intensive way in the management of project networks like Pandora, PANL10n, etc. The hands-on style is certainly much more intensive than when IDRC funds single projects. However, some of this hand-holding role may not be reflected in the questionnaire response because IDRC's program officers interact with only the project network leaders, not with the network members, whereas the aggregate scores in this questionnaire are contributed relatively more by the network members.

## ANALYSIS of PANL10n Survey Results

by Sarmad Hussain, Maria Ng and Phet Sayo

**1. PERSONAL INFORMATION** There were 20 respondents from Bangladesh, Bhutan, Cambodia, China, India, Lao PDR, Mongolia, Nepal, Pakistan, and. As you will see, not everyone answered all the questions.

**2. EXPERIENCE WITH THE NETWORK** This question was included at Chaitali's request and the answers are available of course separate from the rest of their answers in order to ensure confidentiality.

**INSTRUCTIONS:** Summarised below are the responses to each of the areas of capacity, which are the focus of this stage of analysis. Here and there we lightly edited the open-ended responses when necessary to guarantee confidentiality. As you can see, there was general satisfaction with administrative resilience and performance of the PANL10n network.

Following each summary are two analytical questions, one concerns your assessment of the satisfaction expressed by stakeholders and the other of the areas for improvement. In the evaluation we have already address the question on outcomes. Thus, here we address the first and third evaluation questions on the health of the networks.<sup>11</sup> We believe both are self-explanatory except perhaps for two concepts:

By “**actors**” we mean **key** people or institutions within or outside of PANL10n – for example, one or a group of members, the host institution, allies, social actors that you are attempting to influence, as well as you as network leader and programme officer(s).

“**Factors**” includes the **principal** political, economic, social, cultural, technological, environmental, financial, psychological states and conditions that may affect your capacity – for instance, changes in government, the price of oil, civil society’s views and practices around ICT, improvement in ICT infrastructure, natural disasters, funding for the network, and indeed specific incidents of success and failure of the network and their effect on the members and on you yourselves.

The analysis we ask you to do concerns the meaning of the quantitative and qualitative assessment for PANL10n in each of the areas of capacity. Please agree between yourselves on the answers to the two questions for each area of capacity.

Remember that in the open-ended qualitative responses you are not looking for a majority opinion but for insight that gives meaning to the quantitative data. Thus, one person’s comment or suggestion may be enough for you to agree that she or he has proposed a wonderful criticism or insight that you wish to take up.

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<sup>11</sup> Evaluation Questions:

1. How ‘healthy’ are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competence: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity.
2. What outcomes are PANI10n, PANdora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, and iii) mentoring and peer support to build the capacity of its members?
3. What actors and factors have contributed to the health and outcomes of the four networks (including PAN’s support) from their inception and throughout their development? (See Terms of Reference, page 2.)

### 3. LEADERSHIP

Based on existing literature, leadership in networks stands on two legs. One is the competencies of individuals who assume formal leadership roles (in the governing body, the global, regional or country secretariats or co-ordinating offices). The other is on the collective capability to recognize and engage emerging leadership in the network. The informal and fluid nature of networks is such that leaders must be comfortable with complexity and uncertainty. They must also be capable of dealing effectively with informal power and non-hierarchical relationships and processes. Consequently, research findings have shown that the traditional, solitary, authoritarian leader model will not work. Network leadership requires the skills of building consensus, resolving conflict, and facilitating joint action.

#### 3.1 – To what extent does the current leadership of your network meet these criteria?

	Outstanding	Better than required	Has basic qualities and skills	Deficient	Do not understand the question	No opinion or not applicable if network leader
<b>3.1 Ensure the fullest equal participation among the sexes in the overall decision-making processes.</b>	<b>40% (8)</b>	<b>20% (4)</b>	<b>20% (4)</b>	<b>0%</b>	<b>10% (2)</b>	<b>10% (2)</b>
<b>3.2 Emphasize building relationships of trust internally and externally.</b>	<b>55% (11)</b>	<b>20% (4)</b>	<b>20% (4)</b>	<b>0%</b>	<b>0%</b>	<b>5% (1)</b>
<b>3 Support everyone to interact effectively in a creative, constructive and gender sensitive manner.</b>	<b>45% (9)</b>	<b>30% (6)</b>	<b>15% (3)</b>	<b>0%</b>	<b>5% (1)</b>	<b>5% (1)</b>
<b>3.4 Where appropriate to activities or issues, encourage leadership to emerge around the network .</b>	<b>37% (7)</b>	<b>32% (6)</b>	<b>11% (2)</b>	<b>5% (1)</b>	<b>5% (1)</b>	<b>11% (2)</b>

#### 3.5 Do you have other expectations of the leadership of your network?

- I still need time to see because it is my first experience on international project, so I hope the leadership of our network has time to guide me on the project.
- Yes. To be more proactive. To interact more among project members and other stakeholders.
- Yes, I think the network leaders for individual components should be less hierarchical in terms of communication. Every person has a specific task and decision making authority. If always leader of the project is needed for confirmation then efficiency is lost.

#### 3.6 Do you have general comments or suggestions about leadership in the network, or specific comments on how your network could improve its leadership?

- Allow team members making decision within their domain and communicate the decision as the decision of the group.
- nothing to comment, he is working fine
- hierarchal hand overing of leadership skill in the network is essential.

**ANALYSIS QUESTION 3A:** *Based on the quantitative and qualitative responses, how do you explain the overall satisfaction with the leadership of PANL10n? What actors and factors do you consider were decisive in the judgement of the majority of stakeholders that leadership is better than required and even outstanding?*

The overall high satisfaction with the PANL10n leadership is owing to the orderliness that prevails over the network and which is inherently derived from the design of the accountability (and reporting) system of the network, which is hierarchical.

Another reasons for the satisfaction is the ability of leadership to adapt to changes (in budgets and deliverables) owing to challenges faced by the teams. The leadership has also been actively engaged with making partnerships and giving teams opportunities to train and interact within and beyond the network. Finally, the Network leadership has also been directly involved in guiding the teams to achieve their goals.

**ANALYSIS QUESTION 3B:** *Based on the open-ended qualitative responses, what changes should be made to improve the leadership in PANL10n?*

It looks like one or two researchers may have had a dissatisfying experience with this systematic order, and this could generally have arisen from failure to properly communicate the reasons for the decision taking. Management and communication processes at all levels are an important issue, and should be taken up as a topic for future network training.

Another reason the communication gap also occurs is that the teams are very distributed for frequent face to face interactions and that they are also not fluent in English to express their concerns and needs.

Face to face meetings have had immense positive impact, whenever they have occurred. Such meetings are costly but very effective and should be increased. However, to cater to the cost, a second measure is to use telephonic conversations. Due to language barrier it is not easily possible to do skype-kind of chatting.

#### 4. LEGITIMACY

*Effective networks have a status that enables them to operate with the general consent of its internal and external stakeholders. This legitimacy is derived from the network operating according to universally recognised ethical and legal norms and procedures. The legitimacy is also generated by a network effectively connecting individuals across organizational, sectoral and jurisdictional boundaries, creating a legitimate 'third space' for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants.*

##### 4.1 How well do you consider the network is at fostering legitimacy amongst internal and external stakeholders?

Outstanding	Better than required	Sufficient	Deficient	Do not understand the question	No opinion
21% (4)	16% (3)	53% (10)	5% (1)	5% (1)	0%

**4.2 Do you have other general suggestions or comments on your network's legitimacy or on what your network should do to enhance its legitimacy?**

- I think PANL10n is taking on new areas (content and usage of digital media, policy influence, iDNs, mobile) that will stretch the absorptive capacities of the various groups/levels, the regional secretariat, the country teams, and virtual tracks. I think legitimacy in the aforementioned areas would be desirable but not a priority (I think internal capacity is); however, there are opportunities to contribute and for recognition in such events as the Internet Governance Forum, while partners with political office should be leverage to bring on specific policy formulation.
- The network has done reasonably well to develop the required software and develop the required capacity. However, it has not done enough to take it out to its potential users. It has also not published enough for the academic community to appreciate the output and to build on top of it. These two aspects need to be further improved. Stronger and consistent interaction with stakeholders will further increase its legitimacy.
- Deliver specific products, which may be used by various use groups.
- Transparency of activities with leadership transformation throughout the network should be promoted.

**ANALYSIS QUESTION 4A:** *Based on the quantitative and qualitative responses, how do you explain that a minority of stakeholders consider that legitimacy in PANL10n is better than required or outstanding? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

The lower rating may be owing to the network members not being fully aware that the PANL10n Network Leader has in fact been regularly engaging external stakeholders in key conferences and forums and private corporations, etc.

Also, the perception is not as positive because not all network partners are involved in all activities and their focus is mostly on their national work. For example, for IDN work, though the national teams have only done work for their language and submitted the details, the network leadership has compiled the work, engaged with ICANN and IETF and other bodies, travelled extensively to attend and participate in IGF, ICANN and other IDN meetings. The feedback of PAN L10n project has been widely acknowledged and appreciated and has been able to make actual changes in the emerging standard of IDNs. Similarly, regular visits to NECTEC has enabled national agreements between Laos-NECTEC and Bhutan-NECTEC for training etc. and regular visits to AIT have resulted in their allowing PAN L10n team members from some of the countries to do MS at AIT with full scholarship (though it has not yet been availed as the members did not apply even after repeated reminders of the leadership).

It can be improved by engaging more people at the secretariat to do more frequent communication and engagement with the team. Currently there is too much work for the network leader as he has to cater to the team which has grown to 20 organizations in 11 countries and with more that 130 people, manage this project and concurrently interact with outside organizations.

**ANALYSIS QUESTION 4B:** *Based on the open-ended qualitative responses, what changes should be made to improve legitimacy of PANL10n?*

The PANL10n Network Leader's trip reports could be shared with all the members of the network. The trip reports of all PANL10n country leaders could also be shared. In fact, all members' trip

reports (including those sent for training, conferences, study tours, etc) could be widely shared with the network participants.

Also, other network members should be encouraged to join on some of these trips, where possible.

## 5. RESOURCE MOBILISATION

*Networks need to be able to mobilize and leverage financial resources in order to encourage new ideas and coordination, and to support weaker participants who rely on the network for project funds.*

### 5.1 How satisfied are you with your network's fundraising?

Very satisfied	Moderately satisfied	Not satisfied	Very dis-satisfied	Do not understand the question	No opinion or not applicable
21% (4)	68% (13)	0%	0%	0%	11% (2)

### 5.2 Do you have any general comments or suggestions on resource mobilisation for the network or for what your network should do differently regarding resource mobilisation?

- I think there is an opportunity to mobilize private sector money to invest, particularly if there is going to be work on localizing/standardizing mobile devices; however, this is sometime down the road. While Sarmad's team and work can take on collaborations with the likes of Nokia, it is clear the other teams and members of the network do not have the capacity for us to attract private funds for mobile localization on a regional scale. All this said, I don't think fund raising is a concern for this project nor has IDRC given the signal that the network should think about fund raising.
- The network has raised independent funding beyond this project, but only with few partners. Much more effort needs to be put by partners of the network in this area. Most funding is still coming through PAN Localization project.
- PANL10n since the first phase has tried allocating equal resource to all country components. I am not sure whether this is good or bad but it definitely is something which can be discussed. This is because all country components are not same and may have different requirements and situations. However, looking at the number of countries involved it might have been the most practical and fair way of doing things.
- 1. Ensuring ownership of the project for the local people. 2. Feedback from the local people need to be integrated in the project concept.
- The resource mobilization was quite good as far as I know. For example localization of LMSs were a lot of work than we initially thought of so we could move some funding from development to localization (within same research category)

**ANALYSIS QUESTION 5A:** Based on the quantitative and qualitative responses, how do you explain the strong degree of satisfaction of the stakeholders with PANL10n's fundraising? What actors and factors do you consider were decisive in the network stakeholders' judgement?



There is sufficient funding for the PANL10n members to undertake their research activities. As it is, each team has more than enough to do, and they are already very busy and overstretched. Putting more work on them would strain their delivery ability. This explains their general satisfaction with their fund-raising effort.

IDRC has been very understanding to extend the funding as well, when required by the project.

**ANALYSIS QUESTION 5B:** Based on the open-ended qualitative responses, what changes should be made to improve fund-raising in PANL10n?

The Chinese and Indian Governments and some new private sector foundations are funding ICT4D programmes in a big way. The PANL10n network might agree to act in concert now, to start learning about their funding interests, thinking of a network-wide strategy for exchanging and exploring ideas with these funders and drafting a broad third phase programme to explore their support. It might be easier for IDRC to supplement or integrate into such a plan than for other donors to be integrated into a programme that is defined for fit with IDRC's Prospectus.

However, as a pre-requisite, the PAN L10n network should self organize into a sustainable group not dependent on the project but as a RESEARCH network.

## 6. FINANCIAL MANAGEMENT

*Raising money is one key to success in international networks. Managing the money once it has been raised is another. Networks whose purpose and scale requires funding for joint project work, seeding innovation, or operational capacity of one or more co-ordinating offices, require good financial management systems. This is necessary to be effective, to meet accountability requirements of their funders, and to ensure transparency within the network.*

**How satisfied are you with:**

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
<b>6.1 The financial policies on how your network should and should not manage finances?</b>	47% (9)	37% (7)	0%	0%	0%	16% (3)	
<b>6.2 Spending, including the transfer of funds to partners?</b>	37% (7)	42% (8)	0%	0%	0%	21% (4)	
<b>6.3 Accounting for money</b>	37% (7)	42% (8)	0%	0%	5% (1)	16% (3)	

received and spent in your network							
Total	23	23	0	0	1	10	57
%	40%	40%	0%	0%	1%	18%	0.99

#### 6.4 Do you have any comments or suggestions on financial management in your network or for what your network should do differently regarding financial management?

- I've been saved by Maria and Phyllis as they receive emails with regards to financial administration of the funds. I am copied only when there are issues, mostly relating to performance and therefore the schedule of payments. I do not know about the details and record/performance of financial management systems/arrangements between Lahore and the rest of the network to form an opinion (yet).
- With such a diverse project, it is not possible to closely monitor financial spending. A lot is left to the partner organizations. However, many partner organizations have weak financial processes. Thus, the funds are not managed as best as they could be. Also, some partners are not as experienced in financial management.
- PANL10n since the first phase has tried allocating equal resource to all country components. I am not sure whether this is good or bad but it definitely is something which can be discussed. This is because all country components are not same and may have different requirements and situations. However, looking at the number of countries involved it might have been the most practical and fair way of doing things.
- for the financial or fund from pan,I don't know exactly how much pan give as per year or per phase so my comment is my teamleader should tell as about this also.
- Requirements and activities are varies according to the areas and places. So theme and topic of the financial management issues should be independently defined by project implementation party.
- I am very satisfied with financial management and transfer of the funding. We prepared financial reports on quarterly basis. This saved me a lot of time and effort to prepare final financial report. Same applies to technical reports and research papers and presentations. These were very useful in preparing the final technical report.

**ANALYSIS QUESTION 6A:** Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with the three aspects of PANL10n's financial management? What actors and factors do you consider were decisive in the network stakeholders' judgement?

The financial reporting system for a network like the PanL10n is complex and its challenges have been well prepared for, in terms of the risk-averting measures already built in the quarterly reports for monitoring purposes and through a less- than- the- regular 12-month financial reporting cycle to IDRC, to capture the total expenses of the network, based on these quarterly reports.

Another reason is that the budgets have been developed with the network members themselves, where they have themselves suggested how the funds should be spent and what activities should be taken up. Even the deliverables and the budget and payment breakdowns have been negotiated with them and made clear part of the contract from the first day of the project. This helps set the expectation.

It is to be noted that the project is not defined from top-down where a budget is allocated and then distributed. It is a bottom up process where each partner decides on his needs and develops his budget and these budgets are integrated into a larger budget.

Though one of the network partner feels that equal amount of funds should not be given to all members, it has been announced and largely practiced as such and has been another reason for the general satisfaction because all feel they have been equally treated. However, though the ball-park is the same when project budgeting is started, there is still flexibility in the budgeting and where required, necessary adjustments are made and invariable the final country budgets end up being quite different. However, these are done within the funding constraints. Though there is a large amount of funding available, it is still limited and divided across many partners. The national teams do not have the bigger picture and thus are not able to appreciate this.

**ANALYSIS QUESTION 6B:** *Based on the open-ended qualitative responses, what changes should be made to improve financial management in PANL10n?*

It is absolutely incorrect to say that each PANL10n country receives equal financing. PANL10n starts out on a notional equal \$ amount for each country but the final approved budget funding that goes out to each country is always based on the specified needs of the project work. No country receives an equal \$ budget in the PANL10n network.

The financial management is very transparent with IDRC. However, detailed budgets are not shared to avoid any inter-team or other ill-feelings. That can be changed and made more transparent if the team wants. I am not sure whether this will help or hurt the project.

## 7. PARTICIPATION

*Given the voluntary nature of networks, the capability to facilitate participation is of paramount importance. Participants have a variety of expectations, perspectives and experiences. Enabling them to do things together will add value to what they would otherwise have done individually. That is to say that effective networks attend to both the tasks to be done and the social relations to be fostered. Networks also facilitate the engagement of their participants in dialogue, decision making, shared activities and conflict resolution.*

**7.1 How well do these network actors balance working together—getting things done—and engaging with each other in ways that add value to their work and experience in the network?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	<b>53% (10)</b>	<b>21% (4)</b>	<b>16% (3)</b>	<b>0%</b>	<b>0%</b>	<b>11% (2)</b>	
<b>Network participants</b>	<b>11% (2)</b>	<b>37% (7)</b>	<b>32% (6)</b>	<b>11% (2)</b>	<b>0%</b>	<b>11% (2)</b>	
<b>PAN Asia team members</b>	<b>22% (4)</b>	<b>28% (5)</b>	<b>17% (3)</b>	<b>0%</b>	<b>0%</b>	<b>33% (6)</b>	
<b>Total</b>	<b>16</b>	<b>16</b>	<b>12</b>	<b>2</b>	<b>0</b>	<b>10</b>	<b>56</b>
<b>%</b>	<b>29%</b>	<b>29%</b>	<b>21%</b>	<b>4%</b>	<b>0%</b>	<b>18%</b>	<b>1.01</b>

**7.2 How well do these network actors facilitate participants of different sexes, experiences and perspectives to engage in collective dialogue, decision making, conflict resolution and other shared activities?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	<b>53% (9)</b>	<b>18% (3)</b>	<b>12% (2)</b>	<b>0%</b>	<b>0%</b>	<b>18% (3)</b>	
<b>Network participants</b>	<b>5.9% (1)</b>	<b>35% (6)</b>	<b>35% (6)</b>	<b>12% (2)</b>	<b>0%</b>	<b>12% (2)</b>	
<b>PAN Asia team members</b>	<b>25% (4)</b>	<b>38% (6)</b>	<b>13% (2)</b>	<b>6% (1)</b>	<b>0%</b>	<b>19% (3)</b>	
<b>Total</b>	<b>14</b>	<b>15</b>	<b>10</b>	<b>3</b>	<b>0</b>	<b>8</b>	<b>50</b>
<b>%</b>	<b>28%</b>	<b>30%</b>	<b>20%</b>	<b>6%</b>	<b>0%</b>	<b>16%</b>	<b>1</b>

<b>Network leader</b>	<b>19</b>	<b>7</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>5</b>	<b>36</b>
	<b>53%</b>	<b>19%</b>	<b>14%</b>	<b>0%</b>	<b>0%</b>	<b>14%</b>	<b>1</b>
<b>Network participants</b>	<b>3</b>	<b>13</b>	<b>12</b>	<b>4</b>	<b>0</b>	<b>4</b>	<b>36</b>
	<b>8%</b>	<b>36%</b>	<b>33%</b>	<b>11%</b>	<b>0%</b>	<b>11%</b>	<b>0.99</b>
<b>PAN Asia team members</b>	<b>8</b>	<b>11</b>	<b>5</b>	<b>1</b>	<b>0</b>	<b>9</b>	<b>34</b>
	<b>24%</b>	<b>32%</b>	<b>15%</b>	<b>3%</b>	<b>0%</b>	<b>26%</b>	<b>1</b>

### 7.3 Do you have any general comments or suggestions about participation within the network or any specific strengths or deficiencies you perceive?

- There are different levels of participation on this network, and participation varies from country to country, in general, so it's difficult to gauge the average network participant's rating to questions above. I think one strength of the network has been the ability of its members to come to consensus while face-to-face, which, from what I have seen, seems to be highly successful in fostering relationships and commitment.
- There is little tradition of people in the region interacting virtually. Most people are trained to work in their immediate offices rather than with people distributed across geographical locations. Thus, though the members have been outstanding in their face to face interactions, they have not been very active on emails and other virtual methods. Another problem with virtual interactions is the language barrier, where many members are not fluent in English writing and speaking, the language of the network. The gender bias, though it may exist within their teams, hardly exists across teams from various countries.
- Network/Team leaders should not be biased towards particular country components and activities  
Team Leader should spend more time with the team, and understand individual capabilities  
Project Management is essential- for this it is better to have a full time software project managers.  
Standards should be maintained on all aspects, including documentations, room keeping, Software Quality assurance etc

**ANALYSIS QUESTION 7A:** Based on the quantitative and qualitative responses, how do you explain the relatively less satisfaction of the stakeholders with participation in PANL 10n by network participants compared to network leader and the PAN team? What actors and factors do you consider were decisive in the network stakeholders' judgement?

It is not surprising to me the network members did not award more or less equal score to the network participants, network leader and the PAN team. Not all the network members have equal amount of responsibility for each of the categories of work. Where the Network Leader is expected to heavily carry the role of encouraging participation among the network members,. IDRC/PAN needs to demonstrate a "hands-off" role and allow the network leaders to emerge as the real leaders of the

network. The country leaders would not put as much effort in gelling the entire network as in gelling their own respective teams. Hence, the visible effort of each set of participants towards each of these goals would be unequal.

Although they participate more than say, the Pandora network, there is room for improvement by PANL10n network participants in the participation process.

Participation of network members, especially in face to face meetings is VERY costly. However, there has still been multiple such engagements, which has helped the team become very cohesive. More can be done. The project started smaller group training and interactions which is less costly but sometimes more effective. E.g. there was a six week OSS software training done by Nepali team in Cambodia, also attended by Pakistani, Mongolian and Lao teams. The project is now promoting such lower cost training which is bound to have more positive impact in the future.

**ANALYSIS QUESTION 7B:** Based on the open-ended qualitative responses, what changes should be made to improve participation in PANL10n?

I would recommend the PANL10n project to experiment with Second Life for group work presentations/ discussions, Q and A.

We are considering instituting regular fortnightly virtual meetings, at least of project leaders and key members. That may improve communications and connectivity.

## 8. NETWORK MANAGEMENT

*For a network to grow and develop requires flexible, internal management. Network managers are not limited to those formally appointed as a network leader; many people in a network can contribute to good management. Effective network managers operate with a mindset focused on serving the network. They work with participants and with each other to frame network priorities, and then mobilise the knowledge, experience and resources (internal and external) to address identified priorities.*

*Simultaneously, they are change managers. They allow for autonomy, diversity of approaches and flexibility in how things are done at the global, regional, national and more local levels. Trust gained through effective management of relationships gives managers credibility. Trusted managers are better able to engage participants in productive dialogue, to make the best choices for the network to achieve its purpose, and to sustain its energy.*

**How well are these management functions being performed in your network?**

	Optimally	Adequately	Requires improvement	Not being performed	Do not understand the question	No opinion or not applicable	
<b>8.1 Strive to provide all working group participants regardless of sex the opportunity to collaborate in activities that make best use of their skills and contribution.</b>	32% (6)	37% (7)	21% (4)	0%	0%	11% (2)	
<b>8.2 Co-ordinate effectively participants' activities in individual projects.</b>	37% (7)	42% (8)	16% (3)	0%	0%	5% (1)	
<b>8.3 Co-ordinate effectively between and among the projects of the network .</b>	26% (5)	37% (7)	26% (5)	0%	0%	11% (2)	
<b>8.4 Co-ordinate effectively with other networks on common action issues.</b>	26% (5)	16% (3)	47% (9)	0%	0%	11% (2)	
<b>8.5 Seek to ensure that the results of your network are more than the sum of the activities and outputs of the different projects and working groups.</b>	32% (6)	32% (6)	21% (4)	0%	5% (1)	11% (2)	
<b>8.6 Actively concerned that the network support participants to become more competent and committed advocates of ICT4D.</b>	47% (9)	26% (5)	11% (2)	0%	5% (1)	11% (2)	
<b>Total</b>	<b>38</b>	<b>36</b>	<b>27</b>	<b>0</b>	<b>2</b>	<b>11</b>	<b>114</b>
<b>%</b>	<b>33%</b>	<b>32%</b>	<b>24%</b>	<b>0%</b>	<b>2%</b>	<b>10%</b>	<b>1.01</b>

**8.7 Do you have any general comments or suggestions about the above mentioned elements of network management?**

- I think increased technical capacity for the network members has been a very significant outcome of Phase I and is expected for this present phase, and therefore, competency becomes a main focus.
- The project has to-date focused on country leaders dealing with country projects. They have not been concerned too much about the projects in other countries as other countries are working on different languages.

#### 8.8 Do you have specific comments or suggestions regarding other management functions you believe your network should perform?

- Looking forward, I see the network sustaining in a more balanced perspective, looking at the national and regional contexts. However, that capacity needs to be developed and nurtured. There is not obvious way at this point. However I am contemplating on how to sustain this relatively cohesive network beyond the project.
- It is better to recruit experienced Software Project Managers, QAs
- if we can do like this, sure our network will be perform.
- 

**ANALYSIS QUESTION 8A:** Based on the quantitative and qualitative responses, how do you explain the division of satisfaction of the stakeholders with PANL 10n's network management between it being optimal, adequate and requiring improvement? What actors and factors do you consider were decisive in the network stakeholders' judgement?

I am not very surprised at these scores because it is not clear to everybody whose roles are being evaluated against each of these questions. If one looks at question 8. 5, one might rate it highly, if one were thinking of the Network Leader; however, if one were thinking of the network participants one would rate this very low.

A lot is left to the country partners in the project. Though the leadership is available to guide where required, it does not necessarily interfere in the country's management affairs. This may be criticised, but it would be much more criticised if the regional leadership meddled with day to day affairs. Again, there is a great difference in the perspective for each network member.

**ANALYSIS QUESTION 8B:** Based on the open-ended qualitative responses, what changes should be made to improve network management in PANL 10n?

I'd say, it is time to review the roles and responsibilities originally set out when the PanL10n project was approved and see if the network participants' perspectives have changed.

Due to much more competency in the team, may be it is also time to make the network structure flatter and bring more people in the regional leadership. This has already been experimented by developing RRCs but has not fully developed. Other mechanisms should also be considered, by discussing it within the network.

## 9. COMMUNICATIONS

*Effective networks have significant capability to facilitate rapid, continuous and broad-based interaction among participants and with key stakeholders.*

**How satisfied are you with...**



	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion or not applicable	
<b>9.1 The opportunities for face-to-face communication?</b>	<b>26% (5)</b>	<b>68% (13)</b>	<b>0%</b>	<b>5% (1)</b>	<b>0%</b>	<b>0%</b>	
<b>9.2 The use of ICT for virtual communication?</b>	<b>21% (4)</b>	<b>68% (13)</b>	<b>5% (1)</b>	<b>0%</b>	<b>0%</b>	<b>5% (1)</b>	
<b>9.3 The use of the website and discussion boards for sharing information?</b>	<b>26% (5)</b>	<b>47% (9)</b>	<b>16% (3)</b>	<b>5% (1)</b>	<b>0%</b>	<b>5% (1)</b>	
<b>9.4 The gender sensitive manner of communication in your network?</b>	<b>22% (4)</b>	<b>33% (6)</b>	<b>6% (1)</b>	<b>6% (1)</b>	<b>0%</b>	<b>33% (6)</b>	
<b>Total</b>	<b>18</b>	<b>39</b>	<b>5</b>	<b>3</b>	<b>0</b>	<b>8</b>	<b>73</b>
<b>%</b>	<b>25%</b>	<b>53%</b>	<b>7%</b>	<b>4%</b>	<b>0%</b>	<b>11%</b>	<b>1</b>

#### 9.5 What comments or suggestions do you have on communication in your network?

- There should be more gender sensitivity oriented into the project visions and all stakeholders involved.
- I often observe communication from the secretariat to the country team members, and very little of country to country dialogue. Perhaps this is a matter of what I am copied on, but I would like to observe more inter-country engagement indicated by communication exchanges.
- As the focus of country teams is mostly on their own outputs, there is limited communication across the teams, except when there are face to face interactions. There is need based technical level interactions, but the communication may be done much more frequently. However, there are no communication barriers, as all project leaders are quite at ease with their other network members.
- should be improved
- Addressing basic services for public by the use of ICT 2. Integrating income generation concept by the use of ICT.
- Our network members are not all ICT professionals. But very strong users of email communications.

**ANALYSIS QUESTION 9A:** Based on the quantitative and qualitative responses, how do you explain the strong degree of satisfaction of the stakeholders with communication in PANL10n? What actors and factors do you consider were decisive in the network stakeholders' judgement?

The PANL10n Network Leader's daily email communication, the network 's yahoo discussion board and the regular face-to-face meetings plus the Network Leader's country

visits for trouble shooting make for a high satisfaction with communication within the network.

Country to country communication has always been encouraged. However network leadership cannot do much more beyond that. It is upto the network members to take things from there.

**ANALYSIS QUESTION 9B:** Based on the open-ended qualitative responses, what changes should be made to improve communications in PANL10n?

Install Second Life for guest lectures , Q and A ... for team learning .

Activate group voice discussions eg i-Vocalise.

Institute fortnightly virtual meetings.

## 10. KNOWLEDGE MANAGEMENT AND LEARNING

Successful networks have the capability to add value by supporting internal processes of reflection on the experiences of the network and that of others. These reflections are then used to refine goals, policies and priorities. Successful networks also invest translating data into thoughtful, relevant and meaningful parcels. These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups within their immediate and extended social networks.

### How satisfied are you with

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
10.1 The learning processes in your network?	37% (7)	53% (10)	5% (1)	0%	0%	5% (1)	
10.2 The knowledge management in your network?	37% (7)	58% (11)	5% (1)	0%	0%	0%	
10.3 The extent of ensuring gender equality in all aspects of these learning processes and knowledge management?	22% (4)	50% (9)	11% (2)	0%	0%	17% (3)	
Total	18	30	4	0	0	4	56
%	32%	54%	7%	0%	0%	7%	1

#### 10.4 Comments or suggestions on knowledge management and learning in your network?

- I believe using wikis is a particularly good way to organize and capture the processes and knowledge of the project. I would be interested to know the sense of ownership the members feel or do not feel about the wiki content.
- The project research is being published. There is always more which can be published, but the learning is being collated and made available through published books and reports which are also available through the project website. There is also interaction on relevant topics, but these discussions are limited, due to language barriers and also as there is less tradition to interact through virtual means.
- need to be improved
- I feel that regional networks and involvement of different stakeholders from different countries help us to learn more (including culture, social specific issues etc.,) from each other. For me it was the best way to learn from each other.

**ANALYSIS QUESTION 10A:** *Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with PANL10n's knowledge management and learning? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

The PANL10n Network Website and the individual countries' PAN L10n websites are great tools for knowledge management and keeps network people up to date. They make for a high satisfaction with knowledge management within the network.

Regional meetings and team training have also tremendously contributed to this as well.

**ANALYSIS QUESTION 10B:** *Based on the open-ended qualitative responses, what changes should be made to improve knowledge management and learning in PANL10n?*

For network updating,

install Second Life and activate group voice discussions eg i-Vocalise.

#### 11. ADAPTIVE CAPACITY

*A minimum of stability (in leadership, staff and financial resources) is needed for networks to consolidate and grow. Networks need strong analytical and adaptive capabilities to keep them alive in the face of changing contextual realities. They have the capability to add value by supporting internal learning processes that can help to refine goals and priorities. That is, they are strategic: able to adjust thinking and actions in response to changing circumstances based on improved knowledge and understanding.*

##### 11.1 How satisfied are you with your network's capacity to create new structures, systems and procedures when needed?

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
42% (8)	53% (10)	0%	0%	0%	5% (1)

### 11.2 Do you have any comments or suggestions for improving your network's capacity to create new structures, systems and procedures when needed?

- I haven't had the experience with PAN networks to make a judgment about network adaptivity but I think it is worth noting and understanding adaptivity and flexibility of these networks vis a vis IDRC's terms and conditions, PAN's flexibility and PAN's prospectus.
- IDRC as a funding organization has been instrumental in flexibility. One of the main reasons for the current levels of success of the project has been the adaptability of IDRC funding. The project network has been very fluid due to changing needs, newer strategies, etc. and IDRC has always come through to back up the decision of the project leader.
- the teams of network need to be improved the knowledge
- Network among public stakeholders is necessary.

**ANALYSIS QUESTION 11A:** Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with PANL10n's adaptive capacity? What actors and factors do you consider were decisive in the network stakeholders' judgement?

The PANL10n network members have seen the Project change from Phase 1 to Phase 2 and their own learning, knowledge and roles have expanded. It has not been "same as usual." Changes have come too from IDRC's funding priorities, ideologies, needs to match and deliver on its Prospectus. The change reflect the way the participants themselves have been responding, and gives confidence that there is adaptive capacity in the network.

However, newer dimensions bring newer challenges and new adjustment techniques, some of which work while others do not. We are still struggling to develop methods to develop regional coordination and publish regional research in content and training areas of the project, for example. The method instituted looked good on paper, had the network buy in but did not work so far.

**ANALYSIS QUESTION 11B:** Based on the open-ended qualitative responses, what changes should be made to improve the adaptive capacity of in PANL10n?

The network could have more frequent network-wide contact through e-conferencing, whether using Second Life or i-Vocalise, to share ideas.

More frequent communication will definitely help and more regular meetings are being planned.

## 12. EXPERTISE

Another distinctive capacity of networks is their ability to draw on knowledge and expertise from diverse sources. Effective networks do not merely aggregate resources. They take advantage of and leverage the capabilities and professional and technical resources that different stakeholders bring to the network. They also create new knowledge resources through the networking process.

#### How satisfied are you with your network's capacity to mobilise and develop gender-balanced expertise?

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
32% (6)	42% (8)	11% (2)	0%	5% (1)	11% (2)

#### 12.2 Do you have any suggestions for what your network should do differently in order to create greater opportunities and to mobilise more efficiently and effectively expertise, including gender balance?

- The network should be more outward looking and engaging with outside organizations. It is too busy focusing on its own work.
- Increasing participation of different stakeholders from the communities in the network.

**ANALYSIS QUESTION 12A:** Based on the quantitative and qualitative responses, how do you explain the overall level of satisfaction of the stakeholders with PANL10n's use of expertise? What actors and factors do you consider were decisive in the network stakeholders' judgement?

*The Network Leader is a well-rounded expert on Linguistics, Computing and Pedagogy. Many project staff have gained learning from him directly or from staff at CRULP /NUCES. There is also a growing number of domain experts in PANL10n countries like Sri Lanka, Bangladesh, and Nepal. Enveloping the PANL10n participants are an external circle of experts from all over the world who support PANL10n with voluntary advice and discussion on an open discussion board. In addition the network is constantly learning about new areas such as gender and social considerations, evaluation methods, etc. All these supports give the network a sense of confidence about their growing expertise.*

*The network members have now also gained enough expertise to advise other network partners.*

**ANALYSIS QUESTION 12B:** Based on the open-ended qualitative responses, what changes should be made to improve the use of expertise in PANL10n? Have

*Start a regular monthly Guest lecturer series for the whole network to learn and participate via Second Life or audio-video conferencing tools. Topics could be on communication, management, marketing, etc., not necessarily only about Localization.*

Based on the feedback, it may be important to hire more staff focused on communication and relationship building. This is a possibility being considered.

### 13. FINAL COMMENTS

**Finally, do you have any other comments you wish to add to this evaluation of your network's administrative resilience and performance?**

- Our country team is very fresh from university. we need more training for some specific tasks.
- Given the diverse nature of our network, where some of the participants are working on basic ICT issues (including basic digital literacy), and others working on more technological aspects such as computational linguistics, it is difficult to gauge the overall performance and "satisfaction" through a simple survey. The overall administration of the network, and the multiple communication channels that have developed, often facilitated by the network leadership, have been quite satisfactory.
- The network has gained a lot from the procedures and flexibility of IDRC, and its regional connectivity. That must be acknowledged.
- I am satisfied with the way things are progressing in our network. But i feel we need to improve on all aspects(that you mentioned earlier)....as in to do more.Thanks.
- It is better if management can also support subordinates in their higher studies (e.g. by allocating time and resources for them to work on personal research, giving opportunities to attend conferences/trainings, by providing scholarships etc)
- I am happy to see women leadership in the network.
- our teams still lack in some knowledge, so need more help from other countries.
- Hopefully this research will be not limited only as just research. After research concentrate conclusion will be traced out and we will able to feel the change in our network.
- So far it has been quite good and effective. It was a wonderful experience for me to be in this network let me learn a lot and I wish to continue working in this network.

**FINAL COMMENTS 13:** *Do you have any other comments you wish to add to this analysis of the findings about PANL10n's administrative resilience and performance?*

Although the project objectives include “Support and expand the existing regional network of researchers, practitioners and policy-makers for collaborative learning in local language computing”, given the large amount of need resulting in a huge amount of work involved in building the technical capacity in each of the teams of individual researchers, it was natural that the process of networking would be worked on intuitively till now for all of us to take a focused forward-looking study into the process of networking, together as a team.

This Networking aspect, like gender, should be more formally made part of network programming in the future as it is extremely useful. However, like GEM or OM, a clear Network Framework should be developed for this purpose and teams must be properly trained on it in time. Such a Network framework should look at all the highlighted aspects we have been focusing on and help plan and monitor networks, not just evaluate them. And in future, the network leaderships should be trained on this Framework and the other OM and GEM frameworks , before the project begins.

# ANALYSIS of PANACeA Survey Results

by Shariq Khoja and Chaitali Sinha

**1. PERSONAL INFORMATION** There were 13 respondents from Canada, India, Pakistan and the Philippines. As you will see, not everyone answered all the questions.

**2. EXPERIENCE WITH THE NETWORK** This question was included at Chaitali's request and the answers are available of course separate from the rest of their answers in order to ensure confidentiality.

**INSTRUCTIONS:** Summarised below are the responses to each of the areas of capacity, which are the focus of this stage of analysis. Here and there we lightly edited the open-ended responses when necessary to guarantee confidentiality. As you can see, there was general satisfaction with administrative resilience and performance of the PANL10n network.

Following each summary are two analytical questions, one concerns your assessment of the satisfaction expressed by stakeholders and the other of the areas for improvement. In the evaluation we have already address the question on outcomes. Thus, here we address the first and third evaluation questions on the health of the networks.<sup>12</sup> We believe both are self-explanatory except perhaps for two concepts:

By "**actors**" we mean **key** people or institutions within or outside of PANL10n – for example, one or a group of members, the host institution, allies, social actors that you are attempting to influence, as well as you as network leader and programme officer(s).

"**Factors**" includes the **principal** political, economic, social, cultural, technological, environmental, financial, psychological states and conditions that may affect your capacity – for instance, changes in government, the price of oil, civil society's views and practices around ICT, improvement in ICT infrastructure, natural disasters, funding for the network, and indeed specific incidents of success and failure of the network and their effect on the members and on you yourselves.

The analysis we ask you to do concerns the meaning of the quantitative and qualitative assessment for PANL10n in each of the areas of capacity. Please agree between yourselves on the answers to the two questions for each area of capacity.

Remember that in the open-ended qualitative responses you are not looking for a majority opinion but for insight that gives meaning to the quantitative data. Thus, one person's comment or suggestion may be enough for you to agree that she or he has proposed a wonderful criticism or insight that you wish to take up.

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<sup>12</sup> Evaluation Questions:

1. How 'healthy' are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competence: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity.
2. What outcomes are PANL10n, PANdora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, and iii) mentoring and peer support to build the capacity of its members?
3. What actors and factors have contributed to the health and outcomes of the four networks (including PAN's support) from their inception and throughout their development? (See Terms of Reference, page 2.)

### 3. LEADERSHIP

Based on existing literature, leadership in networks stands on two legs. One is the competencies of individuals who assume formal leadership roles (in the governing body, the global, regional or country secretariats or co-ordinating offices). The other is on the collective capability to recognize and engage emerging leadership in the network. The informal and fluid nature of networks is such that leaders must be comfortable with complexity and uncertainty. They must also be capable of dealing effectively with informal power and non-hierarchical relationships and processes. Consequently, research findings have shown that the traditional, solitary, authoritarian leader model will not work. Network leadership requires the skills of building consensus, resolving conflict, and facilitating joint action.

#### 3.1 – To what extent does the current leadership of your network meet these criteria?

	Outstanding	Better than required	Has basic qualities and skills	Deficient	Do not understand the question	No opinion or not applicable if network leader	
<b>3.1 Ensure the fullest equal participation among the sexes in the overall decision-making processes.</b>	<b>23% (3)</b>	<b>39% (5)</b>	<b>23% (3)</b>	<b>8% (1)</b>	<b>0%</b>	<b>8% (1)</b>	
<b>3.2 Emphasize building relationships of trust internally and externally.</b>	<b>39% (5)</b>	<b>39% (5)</b>	<b>8% (1)</b>	<b>8% (1)</b>	<b>0%</b>	<b>8% (1)</b>	
<b>3 Support everyone to interact effectively in a creative, constructive and gender sensitive manner.</b>	<b>46% (6)</b>	<b>23% (3)</b>	<b>15% (2)</b>	<b>8% (1)</b>	<b>0%</b>	<b>8% (1)</b>	
<b>3.4 Where appropriate to activities or issues, encourage leadership to emerge around the network .</b>	<b>39% (5)</b>	<b>46% (6)</b>	<b>8% (1)</b>	<b>0%</b>	<b>0%</b>	<b>8% (1)</b>	
<b>Total</b>	<b>19</b>	<b>19</b>	<b>7</b>	<b>3</b>	<b>0</b>	<b>4</b>	<b>52</b>
<b>%</b>	<b>37%</b>	<b>37%</b>	<b>14%</b>	<b>6%</b>	<b>0</b>	<b>8%</b>	<b>1.02</b>

#### 3.5 Do you have other expectations of the leadership of your network?

- Patience and persistence! Happily both are exhibited. Developing and maintaining a 'lead by example' strategy so that others hopefully emulate, but if not then cannot fault 'the system' only their own contribution.
- Should lead by example -Should be consistent, innovative and creative -A problem solver, a good listener and tries his/her last ditch to solve the problem -As for the leadership at IDRC, I would like them to be flexible in their approaches, they should also recognize and appreciate achievements by any project



- Yes! My expectations from the leadership of our network are have to produces change and movement in the network through strengthening of following 3 key areas: • Establishing directions of the network. • Aligning people of the network •Motivating and inspiring the network participants.
- I would expect the leadership to first handle all the network issues/communications (like a hub) and then connecting the nodes to each other until the leader does not need to be there anymore, and just needs to do monitoring...
- As regards Network Leadership, it was clear from the beginning (after initial set-up of the network) that command comes from 1 person (research manager). However, after the 1st annual meeting and the Research Network Management Team was created, there were new individuals that were added and there seems to be confusion as to who is making decisions and it seems there is no congruency among Management Team regarding policies and procedures and their implementation. These results in further confusion among partners.
- Leaders are chosen but the people they are 'leading' in PANACeA have no obligation to listen, no accountability
- I would add, ensuring that the overarching objective of research capacity building is worked toward in an environment that encourages learning, documentation and improvement.

### ***3.6 Do you have general comments or suggestions about leadership in the network, or specific comments on how your network could improve its leadership?***

- At this point in time - no. I have been impressed by the level of experience and skills exhibited in what is often a difficult and frustrating environment.
- -Roles of project leads should be defined clearly -Though the network is informal and fluid in nature, some degree of accountability needs to be in place - Flexibility in changing the project leads if they don't meet the required criteria
- Based on my these expectations from the network leadership, I would like to suggest that network leader should be focused on these 3 key areas of the leadership mentioned above under the question of 3.5. H/she can further strengthen the network by:
  - Creating a network vision, clarifying big picture and setting long term strategies for establishing directions of the network.
  - Communicating the network goals to the teammates and partners, and buildings strong teams and coalitions within the network for alignment of the people.
  - Inspiring and energizing the network partners time to time through motivating factors.
  - Empowering the subordinates through giving more responsibilities that would results in improved productivity and better quality of the network activities.
  - Satisfying the unmet needs of the network team that can create an environment of trust and cooperation within the network. "Since change is the key function of the leadership, being able to generate highly energized behavior is important for coping with the inevitable barriers to change. Just as directions setting identifies an appropriate path for the movement and just as effective alignment gets people moving down that path, successful motivation ensures that they will have the energy to overcome obstacles." (Quote from the article What Leaders Really Do written by John P Kotter, Professor of organizational behavior at the Harvard Business School)
- more frequent communication, more one-to-one at the outset until trust is built on the network
- The leadership of the Panacea network went through some changes from its inception to what is currently happening. the Panacea network coordinator was originally only supposed to have the role of "research director" however circumstances led to him being asked to take over the overall management of the project. As such, he has doen quite a good job handling both thought

leadership and administrative duties. The network leader will however have a challenge in ensuring that he is able to maintain a strong level of trust amongst the different partners of the network, seeing as AKU also manages fund disbursement to network node members in a fairly conservative manner.

- I would request that in order for better conveyance of rules and policies, the members of the management should communicate with each other more and come into an agreement before communicating to the partners.
- e-leadership is probably not a practical idea when the team members are disinterested. The basic requirement is interest and a basic knowledge base
- PANACeA is truly unique in relation to the other three PAN networks being examined. By adding an additional body - the AMT - to mentor and provide leadership qualities to network members and one another, this type of network modality requires higher leadership (the project leader) to provide extremely clear, thoughtful and balanced guidance. This is incredibly important, because with additional 'leadership figures' (and ambiguous lines of communication and protocol), there is the possibility of requests and feedback being channeled in inefficient or perhaps even inappropriate ways. Providing such a structure and set of protocols may sound simple, but in effect, it is very challenging when the project leader is responsible for the financial and administrative aspects of the project, timelines, and a slew of other responsibilities that cut across the project leaders, project co-leaders, AMT members, IDRC staff, and other network members. Given the unique leadership requirements for PANACeA, I suggest setting up a mechanism where by the project leader and certain members of the network are interviewed every six months to track their leadership needs, leadership-related achievements, leadership-related outcomes in general and leadership-related challenges. This would need to be done in a light, but systematic way that ensures it contributes to learning rather than assessing or judging individual performance. Likely, this would need to be done through an evaluator that is arm's length from both IDRC and the PANACeA network. Whoever is chosen for this task could help provide the project leader a safe space to grow and get input on leadership qualities.

**ANALYSIS QUESTION 3A:** *Based on the quantitative and qualitative responses, how do you explain the leadership success of PANACeA? What actors and factors do you consider were decisive in the judgement of the majority of stakeholders that leadership is better than required and even outstanding?*

*The actors involved include the project leader, the AMT members, IDRC (which is also part of the AMT), and the project leaders. The ability to remain patient and supportive across and within these groups is found to be helpful in building trust and directing the network. A key factor that were mentioned included the emphasis on research capacity building.*

*I feel the leadership success of PANACeA is in large part to the immense amount of passion, patience and perseverance exhibited at multiple levels of leadership. Sometimes, it is difficult to have these coincide among the different actors simultaneously, as different priorities and circumstances sometimes make this difficult; but I believe this is something that will become easier once the learning curve is overcome.*

*Shariq: In addition to the above comments, flexibility in leadership and motivation of the management is extremely important.*

**ANALYSIS QUESTION 3B:** *Based on the open-ended qualitative responses, what changes should be made to improve the leadership in PANACeA?*

*According to my reading, the three key issues and areas of improvement to keep in mind are: 1) More definition of roles and responsibilities for project leaders (CS: this has since been undertaken and is moving forward); 2) More coherence among the AMT when it comes to communicating with*

members (also something that was discussed a great deal during the last AMT Skype chat); 3) Thinking about some kind of light-touch monitoring to periodically take the pulse on leadership performance and the needs of the network with regards to leadership.

In doing these things, I feel we will be able to move away from ad-hoc responses and actions. Recognizing that all decisions are context-specific in the end, the provision of guidelines and protocol to follow in times of crisis, or the ability to continue sharing one's feelings about the network leadership over time, are extremely important. The fact that many of these are already being addressed by the network's leadership, I believe, is a great sign of anticipating and responding to the members' needs.

Shariq: I agree with Chaitali

#### 4. LEGITIMACY

Effective networks have a status that enables them to operate with the general consent of its internal and external stakeholders. This legitimacy is derived from the network operating according to universally recognised ethical and legal norms and procedures. The legitimacy is also generated by a network effectively connecting individuals across organizational, sectoral and jurisdictional boundaries, creating a legitimate 'third space' for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants.

##### 4.1 How well do you consider the network is at fostering legitimacy amongst internal and external stakeholders?

Outstanding	Better than required	Sufficient	Deficient	Do not understand the question	No opinion
50% (6)	17% (2)	8% (1)	8% (1)	0%	17% (2)

##### 4.2 Do you have other general suggestions or comments on your network's legitimacy or on what your network should do to enhance its legitimacy?

- I believe every effort has been made to actively create this 'third space'. There is effective connection of individuals across organizational, sectoral, and jurisdictional boundaries, and the process of knowledge sharing has progressed well overall. It is perhaps still in its infancy for PANACeA, and some focus may have to be given to encourage greater uptake (or implementation) in some specific cases. This I believe is normal, since not every member of a network begins with common skills, ability, or freedom to pursue / implement learnings. The aspect of fostering a collective sense of identity among participants began early with the program meetings, joint design of logo, etc. and is, I believe, now emerging to a greater extent. The anticipation of press releases and raising the profile of individual participants will ensure they gain individual kudos, which will help them further gain a sense of participation and contribution to a whole I think (reap what you sow). I believe this will also help raise the internal - and external - sense of legitimacy. Team leads and team members within the larger network will start saying to themselves (figuratively, not literally) "They" (the leadership / sponsors) are brave enough to talk openly and broadly about this PANACeA thing. It must really be worth talking about - gosh, I am a part of it. That's neat".
- When choosing partners, we should not look for individual partners. Selection or inclusion of partners in the network should be done on the basis of institutions/universities, as they have proper ethical board and committees. -Funding Agency should play more active role in helping out partners in getting the ethical approval from respective country boards through their influences.

- To define the legitimacy of the network tends to be very complicated as several external stakeholders/partners are involved in the network with their different customs and cultures. Therefore, I would like to suggest that every partner in the network should be having moral rights to be involved in the developmental process of every policy that is directly related to the key functions of the network. This strategy will support to avoid any further question from anyone about the legitimacy of the network policies, guidelines, protocols or procedures. In an extreme case, one might even question the legitimacy of the network leadership. Therefore, this is very important that the network people/partner's institutions and network lead/institutions have come to an agreement, which satisfy them both as what they are to say, what they please and what network lead/ institutions to do commit, what h/she ultimately please.
- Letterheads, formal letters sent to heads of agencies, a public conference where other non-network people are invited and where network members are resource persons
- Many from the outside have expressed a lot of interest in the panacea "model" and would like to replicate it. Internally, my perception is that many members feel that the network is helping them be part of an important research activity that heightens their status in their own institution.
- Network should provide more opportunities of communication and knowledge sharing among the partners. Regular face-to-face and virtual meetings are necessary for enhancing knowledge sharing. This needs to be enhanced.
- It is early to assess at this time, as we are a newly created network and our implementation of the research projects is at incubation stage.
- Accountability is poor and there is not much transparency. The funding agency come across as patronising.
- PANACeA is still in its early stages and as such, I don't think it can be expected to have a strong degree of legitimacy amongst internal and external stakeholders at this point. However, that being said, the network is working toward this goal through the creation of a space that values rigorous thought, understanding of the ehealth environment in Asia, deep understanding of the needs - through a six month needs assessment period that subsequently contributed toward the revised version of the proposal, and through an emerging communications plan that will aim to provide guidelines and specific protocol to follow when communication and dissemination information about PANACeA to external audiences. Such measures indicate that creating and sustaining legitimacy amongst the internal and external stakeholders is an area that PANACeA holds in high regard and is working toward further strengthening them in the future.

**ANALYSIS QUESTION 4A:** Based on the quantitative and qualitative responses, how do you explain the satisfaction with legitimacy in PANACeA? What actors and factors do you consider were decisive in the network stakeholders' judgement?

*It seems as though some of the respondents have conflated the notion of legitimacy and management of the network. Nonetheless, the external legitimacy of the network is illustrated in a response that indicates a great deal of interest in the PANACeA model from outside. This is something that I personally have also experienced numerous times.*

*I consider the tighter functioning of the network, which leads to more shared identity, is a critical factor to enhancing both internal and external legitimacy. After about a year of operation, I feel we are making great progress toward achieving this tightness. Moreover, the ability of key actors in the management of the network to create and sustain a 'third space' was commended by a few respondents.*

*The actors contributing to both external and internal legitimacy are mainly the network members themselves and IDRC.*

**ANALYSIS QUESTION 4B:** Based on the open-ended qualitative responses, what changes should be made to improve legitimacy of PANACeA?

More opportunities to meet and communicate with one another seems to be something that many people feel should be added. This came across at the workshop in KL. In response to that, we have added in a supplementary set of AMT visits to projects, during which time all members of a particular project have an opportunity to travel with one another, visit one another's sites, and spend an extended period of time with their mentor.

I believe the strengthening of internal and external communication can be deepened through more formal and informal communication tools and activities (e.g. brochures, messaging tips, etc.) – these form part of the communications PCTA (PANACeA Crosscutting Thematic Areas) and are expected to be launched soon.

SIDEBAR: There was some mention of the funding agency being patronising. I was a little surprised to read this; however, it was humbling and reminds the funding agency to continue improving in how it deals with project partners. I tend to think this is somewhat of an outlier opinion, as other members have generally indicated their deep appreciation of IDRC's hands-off, empowering approach.

Shariq: I generally agree with the above comments. To me, networks like PANACeA go through a process of structuring and restructuring, which helps the partners better understand each other and develop strong relationships. PANACeA is also currently going through this phase and I hope it will come out as a strong network, with better communication and coordination among partners, thus improving legitimacy.

## 5. RESOURCE MOBILISATION

*Networks need to be able to mobilize and leverage financial resources in order to encourage new ideas and coordination, and to support weaker participants who rely on the network for project funds.*

### 5.1 How satisfied are you with your network's fundraising?

Very satisfied	Moderately satisfied	Not satisfied	Very dissatisfied	Do not understand the question	No opinion or not applicable
17% (2)	33% (4)	0%	0%	0%	50% (6)

### 5.2 Do you have any general comments or suggestions on resource mobilisation for the network or for what your network should do differently regarding resource mobilisation?

- Although making it clear there is not an open cheque book, it has also been made very clear that in order to facilitate the process and ensure success, there is good flexibility to more than just politely consider financial requests over and above initial funding, but to actually fund reasonable budget requests that modestly expand, secure, or stabilise the program. In addition, there is willingness to be imaginative and flexible about redistribution of funds to bolster areas of need that have unexpectedly arisen. I would stay this course, and not suggest a different approach!!
- I don't think that till date, the PANACeA network has done any fund raising and i also don't think that it is part of any of our future activities. Saying that, i would second the suggestion of resource mobilization. Because the project is time fixed, and after it finishes the different partners especially the weaker ones on financial terms, might have a difficulties in sustaining their activities. Therefore all the projects should have a inbuilt resource generation mechanism, this can be possible if the projects include a component of business case presentation in their proposal, or make the proposal on line of a business case. However, the financial support from

IDRC in the project is been worth mentioning, the support in terms of the initial package and then to back it up by additional supplementary grant is proving useful.

- The idea to support weaker partner in the network is great. However, the network lead/institution should be known about the clear guidelines for the selection and support of the weaker partner in their network. Through this way the network lead/institution would be saved their sufficient time in the identification of the weaker partners as well as utilization of their network resources financially and non- financially more effectively. Beside this support the network lead/institution can also provides the general tips/guidelines to the network partners for mobilizing their resources more effectively to further strengthen their organizational capacity and deliver benefits by their research projects to the community. These tips/guidelines include diverse methods for mobilizing resources for the project development, project budgeting, financial systems, project monitoring and evaluation, and timely project reporting to the lead institution and funding agency.
- Training is a reliable resource generator (for all node members). But so far, it has not been clear that training will be a resource generator (although surveys to that effect has already been going around)...
- This hasn't been a focus as yet.
- Each partner within the network is contributing for the research activities. The network should explore more opportunities for funding on the basis of its performance, and research activities.
- e-communication can be 'not used' or 'abused'. Sometimes simple technology may work the best, but just to prove one is e-savvy, one may end up having a very complicated approach.
- I think resource mobilization (or fund raising) is difficult for new networks to focus on. Mostly because there is so much upfront work to establish relationships (contractual and personal) at different levels of the network - not to mention finalizing the project proposal and beginning work on the research process - and manage the funds that have been allocated by IDRC. As such, overall, I feel this is a question that is more pertinent to networks that are either in the latter parts of their initial two or three year duration, or beginning their second phase of operation.

**ANALYSIS QUESTION 5A:** *Based on the quantitative and qualitative responses, how do you explain the satisfaction of half the stakeholders with PANACeA's fundraising? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

*Although the overall response for this question was favourable, I think it is important to note that not many people answered it. This is, as many pointed out, due to the limited emphasis placed on this element to date. That being said, the need to think about this issue was recognized, as was the recognition of the amount of work that is required in securing relationships before funds can be mobilized.*

*In my opinion, PANACeA members have overcome many hurdles and worked extremely hard (as a group) to congeal and move forward. The funding from IDRC is significant, and at this point there doesn't seem to be much of a need to focus extensively on fund-raising. However, the growing interest in the PANACeA model from outside and the vibrant ehealth research sector in Asia, necessitates a growth and evolution plan for the network --- which in turn, necessitates thinking around mobilizing resources to do so. This will be something that will likely be thought about in a more concerted manner starting at the end of the network's first (out of three) years of implementation.*

**ANALYSIS QUESTION 5B:** *Based on the open-ended qualitative responses, what changes should be made to improve fund-raising in PANACeA?*

*I did not draw out any specific suggested changes from the responses. The only shift could be more open discussion about resources mobilization strategies and approaches. I am in full agreement with beginning discussions around this issue, especially now, when there is talk of adding new projects and partners. The reason to start discussions early on this matter is because, as mentioned in the*



responses, developing relationships to secure additional funds can be time- and resource-consuming. For example, entering into a transaction-high recipient relationship from an organization, which may also require frequent reports and/or shifts in PANACeA's mandate and approach, should be considered carefully before moving ahead. Furthermore, Shariq and others on the AMT (and perhaps the project leaders) should perhaps be given some general training on what to look for when seeking funds. Mobilizing resources is truly an art, and something that IDRC's Partnership and Business Development Division could help out with..

One of the advantages of networks is the distributed nature. For the purposes of fundraising, this could yield great dividends, however with the caveat that the members must be advised on procedures and suitable approaches and strategies.

Shariq: Resource Mobilization is an area which will certainly grow with time. Contributions from partner institutions, and interest from external agencies which can be potential donor, has been encouraging. We can certainly work more on these lines as the time passes.

## 6. FINANCIAL MANAGEMENT

Raising money is one key to success in international networks. Managing the money once it has been raised is another. Networks whose purpose and scale requires funding for joint project work, seeding innovation, or operational capacity of one or more co-ordinating offices, require good financial management systems. This is necessary to be effective, to meet accountability requirements of their funders, and to ensure transparency within the network.

### How satisfied are you with:

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
<b>6.1 The financial policies on how your network should and should not manage finances?</b>	15% (2)	54% (7)	23% (3)	0%	0%	8% (1)
<b>6.2 Spending, including the transfer of funds to partners?</b>	0%	77% (10)	15% (2)	0%	0%	8% (1)
<b>6.3 Accounting for money received and spent in your</b>	15% (2)	54% (7)	8% (1)	0%	0%	23% (3)

network							
Total	4	24	6	0	0	5	39
%	10%	62%	15%	0	0	13%	1

#### 6.4 Do you have any comments or suggestions on financial management in your network or for what your network should do differently regarding financial management?

- i think if the network could give guidelines for the recording of expenditures, for instance a format or a description of the supports that should be submitted by the partner countries to the lead country, it will make it easier for all parties involved to clearly describe their expenditures and be ready for accountability.
- This was a difficult issue initially, both for the PANACeA program management overall, and with setting up process for individual projects. Perhaps this is normal / to be expected given the sums involved, the need to ensure fiscal responsibility, and the international nature of the activities. But - there was a clear gap between the written word of the contract and the intent of the practical execution. The written word was very scary, and initial response to ensure due diligence was severe and only eased after some 'difficult' discussion. Then again sorting out mechanisms at the individual project level was 'messy' too - I make these comments as more of a passive observer since I was less impacted. However - despite these comments, I was impressed by the ability of all concerned to 'work through' the issues. The primary negative however was an unfortunate delay in initiation of project needs assessments and the projects themselves, and perhaps some internal doubt within the program itself that I believe everyone has worked through now. Given the experience of IDRC I was surprised that this did not run more smoothly - I (perhaps naively) would have anticipated that all possible combinations and permutations of complexity would have been experienced and worked through in the past.
- Though PANACeA network is still in its infancy, we have till date faced some considerable financial issues, some we have successfully solved. I will share the important ones here:  
Exchange Rate & Bank Charges: Changes in the exchange rates of foreign currency and bank charges for transfer of funds from the lead country to its partner countries did create some problems; these can be solved by supplementary grants to cover the loss. Financial Accountability: This issue is important because some institutions and organizations do not have a formidable financial audit system; however a general plan of accountability and transfer of funds was agreed too, through consultative process i.e. from IDRC to lead Country, from lead Country to its respective partners (project leads) and then from project lead to partners. Fund Release: on what basis the funds should be released, for example whether on basis of performance or on quarterly reports. These issues were also dealt in the general plan that was set. Standards amount of payment/component: Just like IDRC has set compensation for the mentors for their time, a standard compensation for the project lead and their partners for their time should also be set. More over mentors/leads/partners should be compensated for numbers of project they participate.
- When multiple partners are to be involved in one network/project, the financial management would always be challenged and tough for the project management team. In the developing world, the competition for every dollar at an all time high and increasing, therefore, it is the key responsibility for the project management team that they have to establish an accountable and transparent financial system to build financial sustainability of the project and can't risk donor confidence through poor financial management. So based on the importance of project financial management, I would be strongly recommended that before starting of any funded project, the project management team will chalk out a appropriate financial and operating plan with focusing on the following key points:
  - The capacity of the organization and staff for operation of the financial systems.



- A proper method for identification of gaps and lacking in the financial systems with proper and timely solutions.
  - The specific skills in the accounting, marketing, financial management, personnel management, and quality control.
  - The specific standards for operations of the financial systems including daily processes.
  - A sound information and knowledge about the project start-up costs, monthly operating expenses, investment capital required, and future financial projections.
  - The proper plans for utilization of project funds from each budgeted head.
  - The appropriate plans and good project reserves, in case when project cannot meet the budgeted amount.
  - A proper time frame for each budgeted activity.
  - The proper plans and backups for any unforeseen circumstances, such as a natural disaster or political un-stability.
- provide feedback if documentation is acceptable or not...
  - Generally AKU has put a lot of effort in ensuring clear and strong accountability measures. Moreover they went through the process of explaining IDRC financial policies with regard to the project to the network nodes during a workshop, which helped to raise awareness and trust. However, AKU leans towards a very conservative financial administrative approach, which may reduce some of the initial social and trust capital
  - The network is still at its infancy in this regard. We need to develop stronger systems for financial control within the network
  - There was confusion among the partner as the original funding agreed upon was changed without prior consultation with the partners. This results to additional burden to the partners in finalizing the budget.
  - There seems to be no accountability. Funding should come directly to each country but collaboration for project activity should be together. This avoids unnecessary delays and is an administrative nightmare
  - My role in PANACeA has brought me face-to-face with innumerable matters relating to financial matters. This has included the authorization process between IDRC and AKU, country clearance requirements being decentralized to the individual sub-project recipients, etc. In general, I feel that the AKU finance team has acted in a manner that has been overly cautious and, at times bordered on uncooperative or difficult. I recognize a lot of this stems from prior experiences where AKU has received funds to distribute to third parties and then held accountable for the mismanagement of these funds. That being said, IDRC has repeatedly indicated through emails and face-to-face communication (so there is a written record of this) that we provide flexibility in certain regards and have worked in distributed networked modalities a lot in the past. Also, we have clearly stated that we can be consulted on matters whenever needed. To make a long story short, things are at a point where they are getting accomplished (on the finances angle), but there has been some frustration and goodwill sacrifices made on the part of the network members. This is mostly because they have had to deal with delays or considerable email/telephone traffic based on administrative issues. Currently, I feel as through a certain threshold of dialogue between IDRC and AKU has lead to trust and understanding - which I hope will translate into lighter and more efficient financial processes and reporting in the future.

**ANALYSIS QUESTION 6A:** *Based on the quantitative and qualitative responses, how do you explain the moderate satisfaction of the stakeholders with the three aspects of PANACeA's financial*

*management? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

*It is very apparent by the number and length of responses that the issue of financial management is one that has affected many of the network members, the network leader and the funding agency.*

*It seems there was perhaps not enough up-front discussion with AKU on the handling of the funds. This was in some ways to be expected as the original grant recipient was supposed to be Angeles University in the Philippines. When the financial management responsibilities shifted to AKU, there did not appear to be much need to spend a great deal of time discussing the management of the funds. However, the combination of this being a large, complicated multi-country network project; the first project that IDRC has ever worked on with AKU; and AKU's tight financial management systems; led to some delays, confusion, and for some network members, frustration, when it came to financial reporting and receiving funds. Some respondents suggested additional guidance with regards to financial reporting and management procedures and guidelines. Generally, this is something that is conducted by the grant recipient (AKU). However, there was a need to frequently clarify matters between IDRC and AKU, which caused some delay and confusion. This seems to have been passed on to the third party recipients.*

**ANALYSIS QUESTION 6B:** *Based on the open-ended qualitative responses, what changes should be made to improve financial management in PANACeA?*

*I believe there is considerable learning here on the part of many of the actors – notably IDRC and the primary grant recipient (AKU). Since IDRC often works with institutions it has a prior relationship with, there is a certain amount of understanding with regards to financial and administrative processes. This groundwork is perhaps more valuable than one would imagine. Since the culture and financial management practices of IDRC are quite different from many other donor agencies (e.g. flatter and more flexible), I think it requires some additional discussion with the recipient prior to the implementation of the project – especially for a large, complex multi-country project that is being administered by a first-time institution. Another matter to flag is that due to the political situation in Pakistan and the new arrival of the regional controller in IDRC's Delhi office, there was no official visit made by the Regional Controller to AKU.*

*To make the financial management better at this point, I think there is need for greater communication, more visits to the institutions, and quick responses back from AKU. Each of these matters are currently being addressed and adopted by the network.*

*Shariq: I agree to the above remarks, and hope that we all have learnt from this experience. AKU is one of the largest research institute in South Asia and receives innumerable funding from various sources. Management of an international Network with different kind of institutions as partners, was a unique experience for AKU. It was therefore necessary that clear guidelines were provided to AKU, and an institutional relationship was built between IDRC and AKU. This has happened over time, but could have been fast-tracked with appropriate planning.*

## **7. PARTICIPATION**

*Given the voluntary nature of networks, the capability to facilitate participation is of paramount importance. Participants have a variety of expectations, perspectives and experiences. Enabling them to do things together will add value to what they would otherwise have done individually. That is to say that effective networks attend to both the tasks to be done and the social relations to be fostered. Networks also facilitate the engagement of their participants in dialogue, decision making, shared activities and conflict resolution.*

**7.1 How well do these network actors balance working together—getting things done—and engaging with each other in ways that add value to their work and experience in the network?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	31% (4)	46% (6)	8% (1)	8% (1)	0%	8% (1)	
<b>Network participants</b>	0%	69% (9)	8% (1)	15% (2)	0%	8% (1)	
<b>PAN Asia team members</b>	23% (3)	46% (6)	15% (2)	8% (1)	0%	8% (1)	
<b>Total</b>	<b>7</b>	<b>21</b>	<b>4</b>	<b>4</b>	<b>0</b>	<b>3</b>	<b>39</b>
<b>%</b>	<b>18%</b>	<b>54%</b>	<b>10%</b>	<b>10%</b>	<b>0</b>	<b>8%</b>	<b>1</b>

**7.2 How well do these network actors facilitate participants of different sexes, experiences and perspectives to engage in collective dialogue, decision making, conflict resolution and other shared activities?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	31% (4)	46% (6)	8% (1)	8% (1)	0%	8% (1)	
<b>Network participants</b>	8% (1)	69% (9)	8% (1)	8% (1)	0%	8% (1)	
<b>PAN Asia team members</b>	39% (5)	39% (5)	8% (1)	8% (1)	0%	8% (1)	
<b>Total</b>	<b>10</b>	<b>20</b>	<b>3</b>	<b>3</b>	<b>0</b>	<b>3</b>	<b>39</b>
<b>%</b>	<b>26%</b>	<b>51%</b>	<b>8%</b>	<b>8%</b>	<b>0</b>	<b>8%</b>	<b>1.01</b>

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	8	12	2	2	0	2	26
	31%	46%	8%	8%	0%	8%	1.01
<b>Network participants</b>	1	18	2	3	0	2	26
	4%	69%	8%	12%	0%	8%	1.01
<b>PAN Asia team members</b>	8	11	3	2	0	2	26
	31%	42%	12%	8%	0%	8%	1.01

### 7.3 Do you have any general comments or suggestions about participation within the network or any specific strengths or deficiencies you perceive?

- yes, we may have standards for the time that should be taken to respond to a mail. it may be according to the importance of the mail. all people should be active participation particularly when issues arise.
- To this point I believe efforts have been excellent on the part of all stakeholders (actors), the only reason for the first score is that different team members have differing experience which to some degree causes the whole to suffer (btw I interpreted PAN Asia team members as PANACEA team members - hope I did not misinterpret). However, I also believe that now PANACEA is beginning to take off and communication mechanisms are being established, active participation will rise for most and be extracted from some!
- Networking among different partners is indeed the corner stone of the Pan Asian networks. However, few suggestions to further improve this: One project, one set of partners. A single project should have single set of partners. Giving 2 or more projects to one partner does decrease their efficiency to focus on one particular project. Even if they are lead in one and partner in other. This however, might have few exceptions where a partner is doing well in both of their projects, but in most of the cases, I think we have seen that more than one project hinders their efficiency. Moreover, partner expertise and experience should also be seen, and the project given accordingly.
- During the last 6 months of my involvement in the network, I've been perceived that the participation in the network from different partners is not up to the mark. Behind this unsatisfactory participation, I've been experienced several reasons that can be correct with proper facilitation by the respective project lead. The key reasons are as follows:
  - Lack of access for Internet connectivity.
  - Timing difference of the countries.
  - Involvement in other official/private activities.

- Lack of time management.
- Lack of leadership and team management

These reasons/issues can easily be managed with strong leadership of the project leads. However, in this regard, the project leads should have a capability to facilitate their project team with following objectives:

- To improve project partner morale and keep interest in the project
  - To remove areas of conflict in the project team
  - To develop creative skills of the project partners
  - To improve communication and leadership skills of the partners
  - To develop project solving and decision making techniques of the project partners
  - To improve their data collection and research techniques
  - To improve their attitudes with the project mentors, AMT and project management team
  - To guide/facilitate them in the achievement of their individual and project goals effectively
- Communications, amongst team members, and across teams must happen, and more frequently. The network leader takes responsibility for this at the outset but steps back when it gains a life of its own...so far, this has not happened...most of the discussions are not about cooperating but more on arguments about how the money should be spent/shared, etc, etc...
  - Participants are diverse and do not know each other except through e-technology. This requires a high degree of communication skills which most (including me) may find difficult on a large scale
  - I cannot comment on the network members as I have a buffer of the network leader and AMT between myself and them. As for Shariq and IDRC's role in facilitating participation, I think everyone tries in earnest to achieve the objectives mentioned above. However, as the network is still young and trying to overcome growing pains, there are definitely areas that can be improved upon.

**ANALYSIS QUESTION 7A:** Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with participation in PANACeA? What actors and factors do you consider were decisive in the network stakeholders' judgement?

*My reading of the responses indicates that respondents recognize the sincere and earnest desire from all PANACeA members to support constructive, collaborative and gender-balanced participation within the network. That being said, the youth of the network and the geographically distributed nature of the members within the high-level network and within the projects, requires an extremely strong communications and KM plan. This is something, in my opinion, that is worked on and is becoming stronger everyday PANACeA is in operation. I found the point about having a single partner participating in multiple projects (as an example of over-stretching individuals at the expense of efficiency and productivity) to be interesting as it demonstrates a structural matter. The number of strong ehealth researchers we are working with is limited. This makes cross-project appointments very logical. Moreover, I feel in the long run (e.g. after the initial growing pains are overcome), this cross-posting attribute will strengthen the network's cohesion, and therefore enhance participation.*

**NOTE:** There seems to have been some confusion with regards to distinguishing between PANACeA and PAN Asia. This should be noted as it could skew the results for the PAN Asia portions of the responses.

Shariq: I found the responses very interesting. I certainly see a dilemma emerging through these responses. On one hand, PANACeA wants to support the institutions and researchers from developing countries, who need support to develop their capacity and knowledge in eHealth research. This requires more time from the project lead initially to develop the structure of the network, before working on strengthening the relationships. It is hard to balance these two tasks, but I feel that as the basic structure is laid down, there will be more time and resources available to focus on strengthening collaborations.

**ANALYSIS QUESTION 7B:** Based on the open-ended qualitative responses, what changes should be made to improve participation in PANACeA?

According to the responses, some elements that could improve participation in PANACeA is a strong communications plan, and a need to focus on collaboration rather than on conflicts.

I found the final respondent in the qualitative section summarized things very nicely by mentioning the positive and earnest intentions that are driving participation within the network, with the caveat that the network is young and there are growing pains to overcome.

I feel the participation within the network is generally in good health. There is always room for improvement, especially in the early stages. The network leadership has tried to address the need for more interaction within the team (and with their mentor) and among the AMT through the addition of a monitoring visit later this summer/fall.

Shariq: Agreed. We would also try improving communication between the PANACeA team at AKU and the partners. Recent visit of PANACeA team to Philippines helped in building trust and communication with the partner organizations, resulting in greater buy-in from these organizations and e-mail exchanges directly between their admin and finance staff with their counterparts at partner organizations and AKU.

## 8. NETWORK MANAGEMENT

For a network to grow and develop requires flexible, internal management. Network managers are not limited to those formally appointed as a network leader; many people in a network can contribute to good management. Effective network managers operate with a mindset focused on serving the network. They work with participants and with each other to frame network priorities, and then mobilise the knowledge, experience and resources (internal and external) to address identified priorities.

Simultaneously, they are change managers. They allow for autonomy, diversity of approaches and flexibility in how things are done at the global, regional, national and more local levels. Trust gained through effective management of relationships gives managers credibility. Trusted managers are better able to engage participants in productive dialogue, to make the best choices for the network to achieve its purpose, and to sustain its energy.

**How well are these management functions being performed in your network?**

	Optimally	Adequately	Requires improvement	Not being performed	Do not understand the question	No opinion or not applicable	
<b>8.1 Strive to provide all working group participants regardless of sex the opportunity to collaborate in activities that make best use of their skills and contribution.</b>	<b>31% (4)</b>	<b>54% (7)</b>	<b>15% (2)</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>8.2 Co-ordinate effectively participants' activities in individual projects.</b>	<b>39% (5)</b>	<b>39% (5)</b>	<b>23% (3)</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>8.3 Co-ordinate effectively between and among the projects of the network.</b>	<b>46% (6)</b>	<b>31% (4)</b>	<b>23% (3)</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>8.4 Co-ordinate effectively with other networks on common action issues.</b>	<b>23% (3)</b>	<b>23% (3)</b>	<b>39% (5)</b>	<b>0%</b>	<b>0%</b>	<b>15% (2)</b>	
<b>8.5 Seek to ensure that the results of your network are more than the sum of the activities and outputs of the different projects and working groups.</b>	<b>31% (4)</b>	<b>46% (6)</b>	<b>8% (1)</b>	<b>8% (1)</b>	<b>0%</b>	<b>8% (1)</b>	
<b>8.6 Actively concerned that the network support participants to become more competent and committed advocates of ICT4D.</b>	<b>31% (4)</b>	<b>39% (5)</b>	<b>23% (3)</b>	<b>0%</b>	<b>0%</b>	<b>8% (1)</b>	
<b>Total</b>	<b>26</b>	<b>30</b>	<b>17</b>	<b>0</b>	<b>0</b>	<b>4</b>	<b>77</b>
<b>%</b>	<b>34%</b>	<b>39%</b>	<b>22%</b>	<b>0</b>	<b>0</b>	<b>5%</b>	<b>1</b>

#### **8.7 Do you have any general comments or suggestions about the above mentioned elements of network management?**

- I strongly believe every effort has been and is being made in this regard. Everyone I have interacted with are strong and dedicated change managers who engender trust. The only reason for 'down grading' to adequately and not optimally is because PANACeA has not yet matured enough for these efforts to be clearly visible. I had to answer 'no opinion / n/a' to 8.4 simply because I am insufficiently familiar with how this is done, although I recall some comments about the fact it is done!
- Reporting among partners, lead and mentors The point of co-ordination with other networks (if it means other PAN networks) needs improvement, and also with other networks outside PAN circle. We cannot and should not isolate Asian countries from countries in other regions and networks. If you are talking about global networking, then that doesn't restrict one to Asia. The developments in networks around the world, partners of our networks should be aware of. Suggestions That firstly: there should be a general forum where partners from all the PAN



networks come together, this could be a website where you give them formal membership. And all sorts of activities, achievements, issues and problems are discussed and shared. Or this could be other platforms, regional conference etc. Secondly, since my being a part of this network officially for a good number of months, I am yet to receive any email from IDRC. Though we are in constant touch with concerned people of IDRC, who are always and readily accessible, but what is meant by getting mails from IDRC is news about new developments which IDRC is taking, any achievements by any of the partners, acknowledgements, any new avenues that are opening up etc. GK3 was a very good example where IDRC brought all its partners together; we met a lot of people, but that needs to continue virtually and FTF also.

- The above mentioned elements are very essential to the key for the success of any network management. However, to access the key of the success the network management/leader has to follow the following basic functions of the network management:
  - Planning the network tasks, schedule and budget.
  - Organizing and staffing a team to implement the network tasks.
  - Controlling the network through tracking and monitoring progress against the plan.
  - Directing the network people and resources so the plan is adjusted and implemented as smoothly as possible.
- The nodes have to continue discussing at least via mailing list... Network leaders stimulate the discussions...
- Panacea has been structured such that it really is more than the sum of its parts. Network nodes have received very valuable mentoring (that needed tweaking however) and are being trained in such things as research methods and health outcomes. This is by far the most valuable element of the network in my view and I have started to suggest replicating the "advisory group" model for other networks.
- leadership is poorly defined in the spirit of the team, but productivity gets compromised.

#### **8.8 Do you have specific comments or suggestions regarding other management functions you believe your network should perform?**

- Just a thought - within PANACeA a lot of effort has gone into providing capacity building opportunities for the individual project teams, perhaps some thought should go into providing opportunities for skill building for members of the AMT (in the case of PANACeA). Change Management is a very ephemeral thing, and some formal training of AMT members might have been (might still be) a good idea.
- There are number of success factors that can be essential functions of the network management are as follows:
  - Appropriately skilled network leader.
  - Clear authority for the network leader to act.
  - Commitment to the network leader methodology.
  - A skilled network management team agreed to the network goals.
  - A complete network plan that is understood by all network participants.
  - Specific objectives that contribute to the larger goals of the network.
  - Clear work descriptions that minimizes surprises and conflicts in the network participants and team.



- Responsibilities and assignments for specific tasks are easily identified.
- Workable tracking and monitoring methods.
- Progress can be measured against the plan
- Time limits for task completion are more easily specified.
- There seems to be lack of documentation of network proceedings...a simple website or wiki or blog (that everyone can access and participate in building) can help cement all that has been achieved...
- Network management should coordinate more so that there will be more coherent communication with the partners.
- There should be clear role definition

**ANALYSIS QUESTION 8A:** *Based on the quantitative and qualitative responses, how do you explain the division of satisfaction of the stakeholders with PANACeA's network management between it being optimal, adequate and requiring improvement? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

*I think one of the reasons for this mixed bag of ratings is the fact that some of the questions were more pertinent to networks that are more mature. This is because this is a standardized survey across PAN networks, which are at different levels of maturity. This relative youthfulness of PANACeA was also pointed out by some of the responses.*

*Given the caveat that PANACeA is a young network, there were a number of great suggestions provided on how network management can be improved in the future – this applies to instances within the different PAN-supported networks (e.g. PANDora, PANI10n, LIRNEasia ...), between other ehealth networks in Asia and around the globe,*

**ANALYSIS QUESTION 8B:** *Based on the open-ended qualitative responses, what changes should be made to improve network management in PANACeA?*

*Changes within the network's management seem to, again, centre on communications-related matters. Suggestions included creating virtual and f2f opportunities for PANACeA members to interact with each other, the IDRC team, other PAN-IDRC supported networks, and other relevant networks within Asia and globally. Specifically, one member mentioned a forum to bring together all PAN network members. This is planned to take place at the PAN-All Partners Conference in June 2009. Perhaps it would be a good idea for this to be communicated with the PANACeA membership. At the PAN-All conference, we will bring together PAN-supported researchers, as well as some past and potential future PAN partners to share knowledge, discuss research findings and create stronger formal and informal social ties with one another.*

*Another suggestion was more frequent interaction (e.g. receiving emails) from IDRC. Generally speaking, IDRC tries to limit a lot of interaction with each of the network members, and rather communicates frequently with the primary grant recipient (AKU) and then has this party communicate with the other members. In the case of PANACeA, this is expanded due to IDRC's membership on the AMT. That being said, I had not considered the perceived lack of involvement and/or interaction from IDRC from the perspective of the network members who are not part of the AMT. This is a suggestion that may be a good thing to explore further. Perhaps there should be some thought given to putting out a quarterly message from IDRC to the entire network. This can include network specific announcements and updates, but also include updates on general PAN activities, PAN networks and other pertinent activities and announcements.*

*Shariq: Great ideas. I agree.*

## 9. COMMUNICATIONS

*Effective networks have significant capability to facilitate rapid, continuous and broad-based interaction among participants and with key stakeholders.*

### How satisfied are you with...

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion or not applicable	
<b>9.1 The opportunities for face-to-face communication?</b>	15% (2)	77% (10)	8% (1)	0%	0%	0%	
<b>9.2 The use of ICT for virtual communication?</b>	39% (5)	46% (6)	15% (2)	0%	0%	0%	
<b>9.3 The use of the website and discussion boards for sharing information?</b>	31% (4)	54% (7)	8% (1)	0%	0%	8% (1)	
<b>9.4 The gender sensitive manner of communication in your network?</b>	54% (7)	39% (5)	0%	0%	0%	8% (1)	
<b>Total</b>	<b>18</b>	<b>28</b>	<b>4</b>	<b>0</b>	<b>0</b>	<b>2</b>	<b>52</b>
<b>%</b>	<b>35%</b>	<b>54%</b>	<b>8%</b>	<b>0</b>	<b>0</b>	<b>4%</b>	<b>1.01</b>

### 9.5 What comments or suggestions do you have on communication in your network?

- I responded as I did since this is still a developing aspect for PANACeA. I believe in the end 'very satisfied' will be the appropriate response. In regard to 9.4 specifically, I am not sure we have come across any specific circumstance which has required anything other than a gender neutral approach. I believe everyone is sensitised enough to be alert to circumstances that may pose gender inequality and be able to propose a process to respond.
- Face to face meetings should be properly budgeted, because though project meets virtually often, FTF meetings are necessary to go on one site and actually see what the progress is. IDRC gladly agreed one of suggestion to have a midterm meeting/visits of all the partner countries with project leads and hopefully this would help a lot. Aside from that, in PANACeA, different softwares and tools are used to facilitate virtual meetings emails, Skype meetings, through website with chat options (to be available soon), through elluminate, face book is there but yet to be actively used and also through telephonic conversation Reporting/Communication among partners lead and mentors Reporting among partners has turned out to be a main issue up till now. Not forgetting that the partners are working elsewhere in their respective jobs, but keeping that in view and their schedules; a minimal standard reporting format should be agreed and then followed by all, i.e. partners, project lead and mentors. For example fortnightly updates in form of an email from partners to the project lead and from the project lead to the mentor. Another meeting among the

mentors I think was already agreed upon, and was conducted a couple of times earlier monthly. Reply of emails within 24-48 hours can also be one.

- Communication in the network is a process by which we assign any project activity and convey any project information to the network participants in an attempt to create their shared understanding. However, this process requires a vast range of skills in intrapersonal and interpersonal processing, listening, observing, speaking, questioning, analyzing, and evaluating. Use of these processes is developmental and should be transfers to all network participants effectively and efficiently. Therefore, I would suggest that the network management have to develop an appropriate guidelines for formal and informal communication network to transfer the project information more effectively. The major areas of the communication guidelines to be focused on the following key points:
  - Techniques of downwards, upwards and horizontal communications in the network.
  - Guidance to the network participants for selecting of appropriate communication tools/ways.
  - Interpersonal communication techniques e.g. Listening and questioning techniques during online communication.
  - Benefits of the effective communications.
  - Key challenges for effective communications with their proper solutions.
- There should be an online project to be assigned by the network leader to get the nodes to "behave" in a particular way at the beginning while the network is not yet mature...
- Panacea had a very thorough communication strategy and process to develop it led by one of the advisory group members. This showed commitment but also thoughtfulness with regard to the importance of this function for the network to be effective.
- Communication needs to be improved. Since the network is still in an early stage, the website and chat rooms are still being developed. Once these get working, more opportunities for communication will be available. More opportunities for face-to-face contact, at least early in the project, is also necessary.
- The planned face-to-face communication is set to happen once a year. I think this is too long. I would suggest that face to face communication should take place every six months or as needed.
- E-communication sometimes becomes too complicated and even more a waste of time than the post/email especially if some partners don't have any training on management or e-health
- PANACeA is in the process of developing its internal and external online presences. We are planning, under the leadership of Angelo Ramos - the AMT member in charge of communications activities, to launch these soon. There have been discussions around what tools and functionalities (specifically pertaining to communications) should be included in these spaces. The AMT members use Skype to have their chats. However, the voice chats have rarely transpired without incident. There is either an echo, feedback, callers dropped, or a range of other technical difficulties. As such, the use of Skype for longer term communications may need to be re-evaluated and other alternatives may need to be looked at. However, for the purposes of text chat meetings or ad-hoc communications between different PANACeA members, Skype is invaluable in its role. Another matter that I have brought up before and is on the list of things to produce for PANACeA, is a brief guidebook or manual for AMT members and project leaders. This would include dos and don'ts related to, among other areas, communications protocol (e.g. Unless one is unable to access email, one should send back a response to indicate receipt of an email within four days of receiving it). This will also include guidelines vis-a-vis constructive tone, handling problems or conflict, etc.

**ANALYSIS QUESTION 9A:** Based on the quantitative and qualitative responses, how do you explain the level of satisfaction of the stakeholders with communication in PANACeA? What actors and factors do you consider were decisive in the network stakeholders' judgement?

From the outset, the PANACeA network was designed to have Communications as a cross-cutting thematic area. The importance of communications to the effective and healthy function of a network is irrefutable. The strategy is comprehensive and the lead, Angelo Ramos, has been working closely with staff at AKU to bring several of the issues discussed in the concept note for the PCTA, and since at the first workshop in KL, to fruition. This includes designing the web site, the brochure, choosing a suitable online virtual space for discussion and sharing of documents, etc.

As these things take time to design and finalize (most will be done and launched by the summer or fall of 2008), they have not been used by the wider membership yet. The need for more f2f meetings was mentioned. These were originally planned for once a year, but now, with the addition of the mid-year monitoring visit in August, the network has responded to this need.

**ANALYSIS QUESTION 9B:** Based on the open-ended qualitative responses, what changes should be made to improve communications in PANACeA?

The key areas for improvement discussed by the respondents include 1) more face-to-face meeting opportunities and 2) some communication guidelines to follow. Both of these have or are being addressed by PANACeA. For the first item, the mid-term monitoring meetings have been planned. It is important to note that this addition goes beyond holding a knowledge sharing and capacity building conference for the network members to take place in a central location; rather, it goes a step further to allow for mentors and project members to make site visits to the different projects and then have a centralized f2f meeting among the AMT members. For the second point, the AMT has discussed the need for such protocols/guidelines to enhance communications. This has been developed and shared with the AMT and will be shared with the broader membership in the near future.

Shariq: I would like to add that there should be a core team handling communication-related matters. This would avoid delays, as were experienced in finalizing the communication software. The AKU team with Angelo compared some technologies and came up with recommendations, but other AMT members kept adding other technologies for comparison. This happened despite the fact that AMT was informed earlier about the process. I would like to design a better strategy for finalizing the website.

## 10. KNOWLEDGE MANAGEMENT AND LEARNING

Successful networks have the capability to add value by supporting internal processes of reflection on the experiences of the network and that of others. These reflections are then used to refine goals, policies and priorities. Successful networks also invest translating data into thoughtful, relevant and meaningful parcels. These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups within their immediate and extended social networks.

How satisfied are you with

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
10.1 The learning processes in your network?	46% (6)	31% (4)	15% (2)	0%	0%	8% (1)	
10.2 The knowledge management in your network?	39% (5)	39% (5)	15% (2)	0%	0%	8% (1)	
10.3 The extent of ensuring gender equality in all aspects of these learning processes and knowledge management?	46% (6)	31% (4)	8% (1)	0%	0%	15% (2)	
Total	17	13	5	0	0	4	39
%	44%	33%	13%	0	0	10%	1

#### 10.4 Comments or suggestions on knowledge management and learning in your network?

- Again, my response is simply 'moderately satisfied' as PANACeA is only just getting underway in terms of maturing these processes. They have certainly been addressed - spoken of and plans initiated, some implemented - but we are yet to see the full impact of these efforts.
- Both learning processes and knowledge management needs improvement. I do see improvement in the coming future, when we start on line programs on ehealth, and when we have official acquired illuminate rooms for the network. Saying that, i should add that i have seen our partners helping each other out one example was giving training and hands on experience on moodle by one of our partners in Philippines. We are also soon going to launch our website soon; i think that would help in learning processes.
- Knowledge management and learning are the key themes in the network because the network evolution not only reflects development in the ICT technology but also depend upon the future of teaching and learning of the network participation. Therefore, to survive and thrive, network- especially institutions of higher education, must ultimately engender a knowledge culture by grappling with information and knowledge management, developing expertise and understanding of knowledge concepts, and providing technologically accessible systems along with the associated tools and resources. To adopt this concept of knowledge management and project learning experience, I would be strongly suggested that the network management have to arrange a number of following platforms for the network participants to disseminate their knowledge and learning experiences:
  - Monthly or fortnightly online journal club/work in progress presented by network participants to share his/her knowledge/experience to other participants of the network in the area of his/her expertise. (Can Use Elluminate program)
  - Discussion forums to share any interesting topic/working experience in the network. In this regard, the PANACeA website can be used as a platform.

- The PANACeA website can also be used to share the project progress reports, and key research articles and literature related to the network projects.
- Webinar at least once in a year to get involved different experts from the world in the expertise of ICT and e-health.
- Long distance short courses and advance certification in the different areas of e-health and ICT.
- Face to face learning opportunities:
- In this regard, the network management has to provide the opportunities of project sites visits at least once in a year to get involved every participant to share their learning experience about the project activities in their respective countries.
- Arrange annual workshops to share the progress of different network projects and learning experiences.
- International/regional conferences to disseminate the project results.
- There is no gender inequality but there is also no proactive gender discussions...it would be good to be vocal about equality as a matter of process...
- PANACeA is at a very early stage. This part will certainly improve later
- Not applicable at this time.
- Gender inclusion and sensitivity is taken very seriously in PANACeA. There are women on the AMT, on the AKU management team and playing the role of project leader - although it should be mentioned there is still room for improvement both with regards to representation and awareness of gender issues. In general, the learning processes of AKU is an area that needs considerable attention. Because they are a first-time recipient of PAN (and it should be noted that initially AKU was seen as the conceptual leader and Angeles University in Manila was supposed to be the administrative lead). However, for a variety of reasons, Angeles University was not able to serve this function. As such, AKU has kindly agreed to shoulder both aspects of project management. This has in some ways distracted Shariq's attention away from change management and learning process to include matters around country clearance and disbursement of funds. I hope that the soon-to-come communications and knowledge management (and documentation) tools will help Shariq and the network out in these critical areas.

**ANALYSIS QUESTION 10A:** *Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with PANACeA's knowledge management and learning? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

*The knowledge management aspect of PANACeA is related to communications, but also related to learning. On-line programs in ehealth are being planned as part of the University of Calgary's work with the project. In addition, there are some funds made available for attending workshops and training conferences (face-to-face or virtually). This may be an area to look for enhancement as we move ahead with the network's work.*

*Shariq: Agreed. KM is one area that needs improvement.*

**ANALYSIS QUESTION 10B:** Based on the open-ended qualitative responses, what changes should be made to improve knowledge management and learning in PANACeA?

*I did not find many suggestions for improving KM at this point. As I mentioned above, many of these are linked closely with the suggestions related to improving communications. This includes providing opportunities for sharing. Additionally, the KM aspect includes opportunities for learning.*

*Shariq: This should be part of Change Management and must be taken more seriously as the network grows.*

## 11. ADAPTIVE CAPACITY

*A minimum of stability (in leadership, staff and financial resources) is needed for networks to consolidate and grow. Networks need strong analytical and adaptive capabilities to keep them alive in the face of changing contextual realities. They have the capability to add value by supporting internal learning processes that can help to refine goals and priorities. That is, they are strategic: able to adjust thinking and actions in response to changing circumstances based on improved knowledge and understanding.*

### 11.1 How satisfied are you with your network's capacity to create new structures, systems and procedures when needed?

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
54% (7)	31% (4)	15% (2)	0%	0%	0%

### 11.2 Do you have any comments or suggestions for improving your network's capacity to create new structures, systems and procedures when needed?

- I think the leaders of PANACeA have already exhibited their ability and willingness to be adaptive and to think on their feet. I do not expect this to change.
- It would be too early to say any thing in this regard, due to the fact that the network is yet to celebrate its first anniversary. However, the will and strategic vision is there to improve network's capacity and create new structure, systems and procedures few examples are:
  - Financial planning/release of funds
  - Communication strategies/plan (yet to be shared)
  - Standard compensation to mentors, project leads and partners (depending upon their involvement in number of projects)
  - Keeping an open network and bringing in new partners with diverse backgrounds which will add color and richness to the network
- Overall I am moderately satisfied with the adaptive capacity of the network leadership and management as they have an adequate ability to learn, and store knowledge and experiences from the network participation. However, they would be more flexible in the decision making and problem solving of the network projects. And should develop the appropriate power structures that to be consider the needs of the network stakeholders.



- We are not creating new structures right now...most of the new networks are in-country but I was expecting more inter-country interactions...
- Again, this is something that will develop over time. PANACeA is still strengthening its basic structures
- Right now, I feel that the Network's capacity for all this is haphazard.
- Some times new systems are adopted without addressing practicalities. Some situations may call for simpler systems - there is a tendency to adopt a complicated procedure
- The distributed nature of PANACeA and sometimes ill-defined roles and responsibilities (and authority) of different members have sometimes contributed to sluggish responses to change - this applies to the creation of new structures or modifying existing ones. However, in all fairness, there was 1) also a change in management from IDRC's perspective, notably with the project being handed over from Kathleen (currently on maternity leave) to someone else and 2) a certain degree of standardization and equity that needs to be considered for such a complex network before responding with action to change forces.. The issue of agility and responsiveness is something I feel the PANACeA network will grow into over time and as the project teams and AMT members get increasing comfortable and confident in their roles.

**ANALYSIS QUESTION 11A:** *Based on the quantitative and qualitative responses, how do you explain the strong satisfaction of the stakeholders with PANACeA's adaptive capacity? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

*I believe the strong satisfaction with regards to this question is a result of the exhibited responsiveness and action from the leadership of the network. I get the sense that the degree of discussion and amount of thought invested by the network's AMT does not always get communicated to the other network members. This is important for the AMT to bear in mind and perhaps think about ways to provide a bi-weekly or monthly update to the entire network. Currently, the project leader provides a monthly update to the AMT, which is incredibly valuable. We may wish to think about something like this for the entire network. This could begin on email, but then be moved to a blog-based structure on the online KM tool that is chosen.*

Shariq: Agree. PANACeA

**ANALYSIS QUESTION 11B:** *Based on the open-ended qualitative responses, what changes should be made to improve the adaptive capacity of in PANACeA?*

*Based on the responses, and my own experience, I feel PANACeA is doing a great job in managing change and adapting to changes. The only area for improvement would be improved documentation and sharing of decision-making processes and outcomes within the AMT and the network as a whole.*

## 12. EXPERTISE

*Another distinctive capacity of networks is their ability to draw on knowledge and expertise from diverse sources. Effective networks do not merely aggregate resources. They take advantage of and leverage the capabilities and professional and technical resources that different stakeholders bring to the network. They also create new knowledge resources through the networking process.*

**How satisfied are you with your network's capacity to mobilise and develop gender-balanced expertise?**



Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
46% (6)	39% (5)	8% (1)	0%	0%	8% (1)

**12.2 Do you have any suggestions for what your network should do differently in order to create greater opportunities and to mobilise more efficiently and effectively expertise, including gender balance?**

- This has again be exhibited, but I anticipate greater opportunity will present itself and be taken advantage of.
- Few suggestions: 1) Workshops/short courses for capacity development in new pervasive technologies in health and research should be organized for the partners. If our partners will act as trainers for their own country, we need to train the trainers first. 2) Promote Networking among different Pan Networks, for example one of PANACeA project we have to develop a questionnaire at Primary health care level and we need to translate it in local languages at respective countries, i think we can be helped in this case by one of the other PAN networks.
- The key to work in the network is to learn diverse knowledge, techniques and skills in a particular area of study by different partners/peers from various areas of the region. In the PANACeA network, there are 16 healthcare partner institutions, coming together to develop locally-relevant and culturally-sensitive evidence for e-Health in Asian context. From every institution, the network is collaborating with an expert, who has possessed a special knowledge and expertise in their respective subject. However, in the presence of these experts in the network, the network participants are not taking any additional advantage and not drawing a sufficient knowledge, skills and different technique resources as these expertise/ stakeholders are bringing to the network. Therefore, I would be strongly recommended that a network management have to arrange the different kinds of academic activities to get involve the network participants more frequently, in this regard, the network management can use the same platforms as I've been suggested under the head of knowledge management mentioned in the previous page.
- No suggestions...except perhaps a separate session on gender during every face-to-face conference...
- The network has provided opportunities for partners to learn from each other, and identify experts in different areas within the current structure. This should improve with time, and with better communication
- training
- Question: It seems from the way 12.1 is phrased that the question is focused only on expertise related to gender. However, I am quite confident that gender balance and understanding is one among other expertise to be looked at. Assuming the latter interpretation, my response of moderately satisfied is accurate. The network is young and people are still getting to know about their own, and other people's, skills and expertise. As things move along, I have suggested to the AMT to begin developing a living document that captures ehealth experts and general health experts interested in ICT-based health outcomes. This up-to-date set of data can then be drawn upon as needed, instead of grasping for straws or leads (in a tight timeline) when needs arise. I hope this will help match needs and expertise - both within the network and outside - in a meaningful and valuable way.

**ANALYSIS QUESTION 12A:** Based on the quantitative and qualitative responses, how do you explain the overall level of satisfaction of the stakeholders with PANACeA's use of expertise? What actors and factors do you consider were decisive in the network stakeholders' judgement?

*Given the newness of PANACeA, much of the sharing of expertise and training has been focused on critical areas such as research methodology development and focusing on health outcomes. These are so fundamental to the network, that it was important to emphasize these early on. That being said, there is much room to share expertise in other areas, and I feel this is something that will be done in the coming years. The focus on gender balance seems to be well-received by the respondents. As the research design and outcomes are finalized, training on other areas such as gender analysis could be put more in the forefront. In general, we found it is important not to overwhelm and overextend the members with regards to training because this may lead to limited absorption and adoption.*

**ANALYSIS QUESTION 12B:** Based on the open-ended qualitative responses, what changes should be made to improve the use of expertise in PANACeA?

*I would suggest ways to get feedback on key areas for training in the future (thus allowing the members to participate in the decision-making process rather than feeling like passive training recipients). I would also suggest highlighting a PANACeA member each month on the web site. This will help the other members a chance to learn about their colleagues and identify areas of expertise they may be able to tap into in a formal or informal way.*

*Shariq: Agreed. This is something that should be strengthened*

### 13. FINAL COMMENTS

**Finally, do you have any other comments you wish to add to this evaluation of your network's administrative resilience and performance?**

- Not sure of relevance, but I think provided PANACeA network participants continue to mostly row in the same direction it will be a success. Some divergent rowers will keep the network alert, thoughtful, and responsive. The most important thing will be to 'nourish' the participants so they can keep rowing until they cross the finish line! There may be the need to be creative and proactive in seeking ongoing means of providing nourishment (motivation and incentive)!? Leadership will be crucial in this regard.
- Networking among different Pan Asian Networks There are different projects in PANACeA in different countries with their own specifications and situations, however the core element of these projects remain the same, Research networking among multiple partners with diverse backgrounds creating evidence on ehealth (use of ICT tools in health care and its delivery. And if you think rationally it could not be a smooth sailing. But we are going through this initial phase where we have confronted many problems and i think have managed to remedy/solve most of them. It is always good to learn how to swim when you are in water rather than be on dry land. All the concerns and issues raised over here are extremely valuable; I think that these issues and solutions (which will come out of this evaluation) should be documented as case studies, so that next time other networks and researchers have fewer issues to face, lesser i's to dot and t's to cross. The main idea is thinking and thinking forward towards a better and effective research networking for the PANACeA project specifically and other PAN projects generally

- The overall idea of the survey for administrative resilience and performance of the network(s) is great. I have been enjoyed to be part of this survey and sharing my learning experiences and knowledge with the network. Hopefully my suggestions and recommendations would be helpful for the Pan Asia Networking (PAN) evaluators and will fulfill their requirements in the improvement of future PAN implementing plans and its goals. Good Luck
- I think the network admins are learning a lot as we go...lets give them time...
- The process of network formation, and identification of projects and partners should be strengthened. This can have impact on the overall success of the network.
- I am very happy to be one of this network and being one of this network gives me more learning
- I feel that in some instances the Management does not take into consideration comments made by our mentors. They also seem to not put into context the unique situations that happen in a respective countries with regards conducting research, as well as the nuances of working with different partners and stakeholders in different countries.
- Cost effectiveness of the entire project should be made - this should include actual output. Secondly capacity of a partner to take on these responsibilities should be assessed
- I have some general comments. First of all, I have to thank the evaluators for doing such a thorough and complete job with this questionnaire. It is not an easy task to pull together relevant questions that pertain across networks at different stages of development. This brings me to my second comment: I will be interested to explore the idea of retaining this, or a similar set of questions, to perhaps administer on an annual or biannual basis across the networks (and maybe even include other ones). My desire is to explore some sort of longer-term, light and meaningful monitoring tool to follow the development of PAN's regional thematic networks for several years to come.

**FINAL COMMENTS 13:** *Do you have any other comments you wish to add to this analysis of the findings about PANACeA's administrative resilience and performance?*

*The positive and encouraging comments provided above are extremely heart-warming to read. There are some valuable suggestions that are provided, such as more networking among the PAN partners (something that has started at the project leader level in Bangkok and will happen again among all the partners at the PAN-All in June 2009), continued learning, sharing and documentation, and working together and staying the course.*

*Personally, I have learned a great deal from this process and feel the results will be extremely valuable for the networks now and in the future. I would suggest conducting a lighter version of this exercise, building on these responses but tailored more to the specific networks, to be continued on an annual basis. I would also like to discuss with PAN whether or not we should think about developing a light survey or information package based on the survey results that we could share with networks that are currently being developed.*

*Thanks so much to Ricardo and Jane – and to all the primary intended users who have invested so much of their precious time to this worthy learning exercise.*

Shariq: This evaluation has been a great learning experience. I just feel that it might have been more useful to do a network specific Evaluation, but that is just a thought. I join Chaitali in thanking Ricardo and Jane for carrying out this activity.

## ANALYSIS of ONI-Asia Survey Results

by François Fortier, Chaitali Sinha and Laurent Elder

**1. PERSONAL INFORMATION** There were 6 respondents from Canada and the Philippines. As you will see, not everyone answered all the questions.

**2. EXPERIENCE WITH THE NETWORK** This question was included at Chaitali's request and the answers are available of course separate from the rest of their answers in order to ensure confidentiality.

**INSTRUCTIONS:** Summarised below are the responses to each of the areas of capacity, which are the focus of this stage of analysis. Here and there we lightly edited the open-ended responses when necessary to guarantee confidentiality. As you can see, there was general satisfaction with administrative resilience and performance of the ONI-Asia network.

Following each summary are two analytical questions, one concerns your assessment of the satisfaction expressed by stakeholders and the other of the areas for improvement. In the evaluation we have already address the question on outcomes. Thus, here we address the first and third evaluation questions on the health of the networks.<sup>13</sup> We believe both are self-explanatory except perhaps for two concepts:

By "**actors**" we mean **key** people or institutions within or outside of PANL10n – for example, one or a group of members, the host institution, allies, social actors that you are attempting to influence, as well as you as network leader and programme officer(s).

"**Factors**" includes the **principal** political, economic, social, cultural, technological, environmental, financial, psychological states and conditions that may affect your capacity – for instance, changes in government, the price of oil, civil society's views and practices around ICT, improvement in ICT infrastructure, natural disasters, funding for the network, and indeed specific incidents of success and failure of the network and their effect on the members and on you yourselves.

The analysis we ask you to do concerns the meaning of the quantitative and qualitative assessment for ONI-Asia in each of the areas of capacity. Please agree between yourselves on the answers to the two questions for each area of capacity.

Remember that in the open-ended qualitative responses you are not looking for a majority opinion but for insight that gives meaning to the quantitative data. Thus, one person's comment or suggestion may be enough for you to agree that she or he has proposed a wonderful criticism or insight that you wish to take up.

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<sup>13</sup> Evaluation Questions:

1. How 'healthy' are the four networks? This would cover aspects of their administrative resilience and performance in these areas of network competence: i) leadership, ii) legitimacy, iii) resource mobilisation, iv) participation, v) network management, vi) communications and knowledge management, and vii) adaptive capacity.

2. What outcomes are PANI10n, PANdora and PANACeA achieving with respect to i) greater knowledge sharing, ii) supporting a broad scope of research, and iii) mentoring and peer support to build the capacity of its members?

3. What actors and factors have contributed to the health and outcomes of the four networks (including PAN's support) from their inception and throughout their development? (See Terms of Reference, page 2.)

### 3. LEADERSHIP

Based on existing literature, leadership in networks stands on two legs. One is the competencies of individuals who assume formal leadership roles (in the governing body, the global, regional or country secretariats or co-ordinating offices). The other is on the collective capability to recognize and engage emerging leadership in the network. The informal and fluid nature of networks is such that leaders must be comfortable with complexity and uncertainty. They must also be capable of dealing effectively with informal power and non-hierarchical relationships and processes. Consequently, research findings have shown that the traditional, solitary, authoritarian leader model will not work. Network leadership requires the skills of building consensus, resolving conflict, and facilitating joint action.

#### 3.1 – To what extent does the current leadership of your network meet these criteria?

	Outstanding	Better than required	Has basic qualities and skills	Deficient	Do not understand the question	No opinion or not applicable if network leader	
<b>3.1 Ensure the fullest equal participation among the sexes in the overall decision-making processes.</b>	0%	33% (2)	17% (1)	0%	0%	50% (3)	
<b>3.2 Emphasize building relationships of trust internally and externally.</b>	0%	17% (1)	50% (3)	0%	0%	33% (2)	
<b>3.3 Support everyone to interact effectively in a creative, constructive and gender sensitive manner.</b>	0%	0%	67% (4)	0%	0%	33% (2)	
<b>3.4 Where appropriate to activities or issues, encourage leadership to emerge around the network .</b>	0%	17% (1)	33% (2)	0%	0%	50% (3)	
<b>Total</b>	<b>0</b>	<b>4</b>	<b>10</b>	<b>0</b>	<b>0</b>	<b>10</b>	<b>24</b>
<b>%</b>	<b>0</b>	<b>17%</b>	<b>42%</b>	<b>0</b>	<b>0</b>	<b>42%</b>	<b>1.01</b>

#### 3.5 Do you have other expectations of the leadership of your network?

- Knowing the network leader from previous experience, I anticipate that he will directly nurture the participation, trust and interaction goals listed above, despite the large challenges these present.

- *The leadership of this network, like the network itself, is somewhat distributed. Francois is the official project leader, Rafal is the recipient and Ron is a principal investigator. This structure could work fine, however, the interactions between these three parties has not been extremely agile (due to schedules and other commitments). I would add that the leadership of the network should ensure cohesive and prompt decision making processes (esp. when more than one individual needs to be consulted on some matters).*
- *More regular and more timely communication with members; Sensitivity to network members' contexts and needs;*
- *It's sometimes unclear who the exact leader is with respect to different aspects of ONI. Not clear where the delineation of tasks are between Rafal, Francois, etc.*
- *I would assume that a network leader would also be responsible for sharing information effectively and being a good communicator, especially at the initial stages of the network's development. Unfortunately, this has been slightly deficient at times.*

### **3.6 Do you have general comments or suggestions about leadership in the network, or specific comments on how your network could improve its leadership?**

- *ONI-Asia is in the very early stages of implementation. As such, some of the questions that involve matters that evolve over time (i.e. encouraging leadership among the membership) does not really apply. However, given the distributed nature of networks, the leadership role plays a critical role in reviving the momentum that experienced a slight lull between the initial inception workshop (January 2007 in Manila) and the official commencement date (November 2007) and now again toward the first face-to-face workshop in June 2008. This is where stronger leadership, by way of more frequent updates and interactions online, would have been desirable.*
- *The network leader is in the slightly complex situation of being the "northern" coordinator of a "southern" network. The objective is to empower the southern partners and in the medium to long term ensure that they take over leadership. The network leader is cognizant and sensitive to this and has done a good job of not being overly authoritarian, and leaving space for the southern partners to express themselves and take thematic leadership.*
- *It seems like the network is too large to be managed effectively, such that there may have to be some layers/levels tasked to oversee subgroups.*
- *Provide tools to help members to do its work; Provide regular updates to members;*

**ANALYSIS QUESTION 3A:** *Based on the quantitative and qualitative responses, how do you explain the level of satisfaction with the leadership of ONI-Asia? What actors and factors do you consider were decisive in the judgement of stakeholders that leadership only has basic qualities and skills for leadership?*

I agree with pretty much all the comments made above. There has been a certain lack of initiatives, communication, and dynamism that would be necessary to stimulate network participation. This is largely due to the lack of time commitment by the 3 leaders (Ron, Rafal and François), all of whom are employed full-time on other duties, which taxes the effort they can commit to ONI-Asia. This may need to be addressed with a different division of labour and employment of human resources.

The comments above indicate the combined results of the network being at an early stage, the distributed leadership among three individuals who are highly committed to other initiatives and responsibilities, and the expected and unexpected delays that have plagued the project since the inception workshop in Manila. The strong endorsement of the leadership's competencies and abilities comes through in the results. The factors highlighted for additional attention or improvement generally focused around process, engagement and agility to quickly respond to things. In my opinion, many of these factors can be resolved through a set of face-to-face meetings between the leaders (and other

key individuals) to clearly define responsibilities, roles and accountability and outline strategies to mitigate confusion and ambiguity.

**ANALYSIS QUESTION 3B:** Based on the open-ended qualitative responses, what changes should be made to improve the leadership in ONI-Asia?

As discussed above, what is most needed is a stronger commitment in time by the Director and the other PIs. There has been too many delays due to their other obligations, creating time gaps in between key milestones and network activities, affecting both the motivation and ability of partners to commit human and capital resources to their respective role within the project.

I agree with many of the opinions shared in the responses to this question. In addition to my response above to Question 3A, I have nothing more to add.

#### 4. LEGITIMACY

*Effective networks have a status that enables them to operate with the general consent of its internal and external stakeholders. This legitimacy is derived from the network operating according to universally recognised ethical and legal norms and procedures. The legitimacy is also generated by a network effectively connecting individuals across organizational, sectoral and jurisdictional boundaries, creating a legitimate 'third space' for knowledge sharing, innovation and development of joint practice and fostering a collective sense of identity among participants.*

##### 4.1 How well do you consider the network is at fostering legitimacy amongst internal and external stakeholders?

Outstanding	Better than required	Sufficient	Deficient	Do not understand the question	No opinion
0%	0%	50% (3)	17% (1)	0%	33% (2)

##### 4.2 Do you have other general suggestions or comments on your network's legitimacy or on what your network should do to enhance its legitimacy?

- (Still in the early stages of the collaboration)
- Still deficient, but we have not really started implementing CoP activities yet. I can feel it will be a challenge however, depending on the availability of participants to commit time to the network.
- Given the early stages, the legitimacy formed by the network is focused more internally than externally. This will likely change as the project moves forward.
- Note: ONI-Asia is in its start-up phase. We will be better placed to answer most questions in 2009.

**ANALYSIS QUESTION 4A:** Based on the quantitative and qualitative responses, how do you explain that stakeholders consider that legitimacy in ONI-Asia as solely sufficient? What actors and factors do you consider were decisive in the network stakeholders' judgement?

The lack of network activities to engage stakeholders in working together and sharing experiences.



*The key actors who could help nurture greater internal and external legitimacy of the network are the director and the Pls. The delays in the implementation of the project (due to choosing country research partners, finalizing the proposals and attaining country clearance) is a key factor in limiting the degree of legitimacy achieved to date.*

**ANALYSIS QUESTION 4B:** Based on the open-ended qualitative responses, what changes should be made to improve legitimacy of ONI-Asia?

We probably don't need to plan changes at this stage, but simply to move forward in implementing our networking activities, starting with the Chiang Mai workshop. After this, we will need a better level of sustained engagement from the leadership to maintain commitment by participants.

The early stage of the network is mentioned repeatedly by the respondents. I believe the need to strengthen ties within the networks and with other relevant stakeholders outside the network will develop after the f2f meeting in Chiang Mai. Before this, the type of legitimacy that was achieved was mostly a result of ad-hoc connections and events. I believe a chief outcome from the workshop in Chiang Mai will be a greater sense of legitimacy.

## 5. RESOURCE MOBILISATION

*Networks need to be able to mobilize and leverage financial resources in order to encourage new ideas and coordination, and to support weaker participants who rely on the network for project funds.*

### 5.1 How satisfied are you with your network's fundraising?

Very satisfied	Moderately satisfied	Not satisfied	Very dissatisfied	Do not understand the question	No opinion or not applicable
0%	67% (4)	0%	0%	0%	33% (2)

### 5.2 Do you have any general comments or suggestions on resource mobilisation for the network or for what your network should do differently regarding resource mobilisation?

- My primary problems had to do with the time it took to have the funding finally approved; and the other had to do with standardization of certain manpower fees with respect to the projects. It would have helped to have a guideline for instance with respect to the salaries of researchers across the region, and the qualifications that would justify such allowances. I could not understand how some NGOs for instance could charge so much, even as their research skills have not been assessed; and yet those with better research backgrounds don't ask for the same. While it is great that you allow freedom from network participants to make budgets; I think some underlying guidelines on how much could be contracted for their services would help.
- IDRC has provided adequate funding for that purpose. We will need however to mobilise additional funds for some of the more costly activities (e.g. additional training, workshops, policy events, etc).
- Exploration of funding relationships outside of Pan Asia, to enhance the project
- Due to the fact that this is the early stages of the network, this is a little difficult to assess. However, ONI itself has received major funding from other sources and as such they can cross-



subsidize some of their products and activities to the benefit of ONI-Asia partners (for example, Psiphon).

**ANALYSIS QUESTION 5A:** Based on the quantitative and qualitative responses, how do you explain the satisfaction of the stakeholders with ONI-Asia's fundraising? What actors and factors do you consider were decisive in the network stakeholders' judgement?

ONI-Asia has received a significant grant from IDRC, which gives it the means to implement its objectives. While this took a long time (much longer than initially expected), it have been satisfactory in terms of outcomes.

The funds received by IDRC are the main source of funds at this stage. The need for stronger budget guidelines and more responsive reverts from different parties involved in the proposal development process would have no doubt sped things up and contributed to a more efficient and effective final outcome. It should be noted that, above and beyond these factors, the sensitive nature of the ONI-Asia project, its work in certain countries in Asia, as well as the size of the grant from IDRC, necessitated some additional time to conduct due diligence before granting the funds.

**ANALYSIS QUESTION 5B:** Based on the open-ended qualitative responses, what changes should be made to improve fund-raising in ONI-Asia?

Approaching other donors probably is the best option in the mid-term.

Since sustainability is an intended outcome of this network, a resource mobilisation strategy should be developed soon (IDRC can likely assist with this), which could help the network leaders and members prepare with respect to approaching funders outside of IDRC.

## 6. FINANCIAL MANAGEMENT

*Raising money is one key to success in international networks. Managing the money once it has been raised is another. Networks whose purpose and scale requires funding for joint project work, seeding innovation, or operational capacity of one or more co-ordinating offices, require good financial management systems. This is necessary to be effective, to meet accountability requirements of their funders, and to ensure transparency within the network.*

**How satisfied are you with:**

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
<b>6.1 The financial policies on how your network should and should not manage finances?</b>	17% (1)	17% (1)	0%	0%	0%	67% (4)	
<b>6.2 Spending, including the transfer of funds to partners?</b>	0%	17% (1)	17% (1)	0%	0%	67% (4)	

6.3 Accounting for money received and spent in your network	0%	0%	0%	0%	0%	100% (5)	
Total	1	2	1	0	0	13	17
%	6%	12%	6%	0	0	76%	1

**6.4 Do you have any comments or suggestions on financial management in your network or for what your network should do differently regarding financial management?**

- I haven't actually gone to the accounting part since it is the start of the project. The late release of the money has obviously affected our own plans as far as scheduling.
- Not applicable yet, as the system is just being put in place.
- Again, in the case of this network it is too early to tell, as funds haven't yet been disbursed to network nodes.
- Again, ONI-Asia is in its start-up phase.
- It is still in an early stage--the funding just came through and transfers are supposed to happen, but there have been some delays in the latter. Queries on this area have been unanswered as well, maybe because it is a busy time for the network leader.

**ANALYSIS QUESTION 6A:** *Based on the quantitative and qualitative responses, it appears that it is too early to form judgements about satisfaction with ONI-Asia's financial management. If you do not agree, can you explain why?*

Agreed that *it is too early to form judgements about satisfaction with ONI-Asia's financial management.*

Nothing further to add.

**ANALYSIS QUESTION 6B:** *Nonetheless, based on the open-ended qualitative responses, what changes might be made to improve financial management in ONI-Asia?*

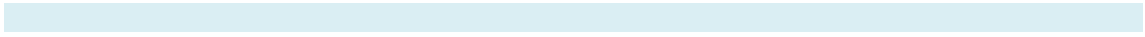
Improve response time for fund management.

The management of funds has not yet had a chance to be tested. Much of the transfers are planned to take place in Chiang Mai. The processes and procedures that follow this will be important to monitor – both in terms of the provision of guidelines and the responsiveness to questions and requests.

## 7. PARTICIPATION

*Given the voluntary nature of networks, the capability to facilitate participation is of paramount importance. Participants have a variety of expectations, perspectives and experiences. Enabling them to do things together will add value to what they would otherwise have done individually. That is to say that effective networks attend to both the tasks to be done and the social relations to be fostered. Networks also facilitate the engagement of their participants in dialogue, decision making, shared activities and conflict resolution.*

**7.1 How well do these network actors balance working together—getting things done—and engaging with each other in ways that add value to their work and experience in the network?**



	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	<b>0%</b>	<b>0%</b>	<b>50% (3)</b>	<b>17% (1)</b>	<b>0%</b>	<b>33% (2)</b>	
<b>Network participants</b>	<b>0%</b>	<b>17% (1)</b>	<b>0%</b>	<b>17% (1)</b>	<b>0%</b>	<b>67% (4)</b>	
<b>PAN Asia team members</b>	<b>0%</b>	<b>33% (2)</b>	<b>17% (1)</b>	<b>17% (1)</b>	<b>0%</b>	<b>33% (2)</b>	
<b>Total</b>	<b>0</b>	<b>3</b>	<b>4</b>	<b>3</b>	<b>0</b>	<b>8</b>	<b>18</b>
<b>%</b>	<b>0</b>	<b>17%</b>	<b>22%</b>	<b>17%</b>	<b>0</b>	<b>44%</b>	<b>1</b>

**7.2 How well do these network actors facilitate participants of different sexes, experiences and perspectives to engage in collective dialogue, decision making, conflict resolution and other shared activities?**

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	<b>0%</b>	<b>17% (1)</b>	<b>33% (2)</b>	<b>0%</b>	<b>0%</b>	<b>50% (3)</b>	
<b>Network participants</b>	<b>0%</b>	<b>17% (1)</b>	<b>17% (1)</b>	<b>0%</b>	<b>0%</b>	<b>67% (4)</b>	
<b>PAN Asia team members</b>	<b>0%</b>	<b>33% (2)</b>	<b>33% (2)</b>	<b>0%</b>	<b>0%</b>	<b>33% (2)</b>	
<b>Total</b>	<b>0</b>	<b>4</b>	<b>5</b>	<b>0</b>	<b>0</b>	<b>9</b>	<b>18</b>
<b>%</b>	<b>0</b>	<b>22%</b>	<b>28%</b>	<b>0</b>	<b>0</b>	<b>50%</b>	<b>1</b>

	Outstanding	Better than required	Have basic qualities and skills	Deficient	Do not understand the question	No opinion	
<b>Network leader</b>	0	1	5	1	0	5	12
	0%	8%	42%	8%	0%	42%	1
<b>Network participants</b>	0	2	1	1	0	8	12
	0%	17%	8%	8%	0%	67%	1
<b>PAN Asia team members</b>	0	4	3	1	0	4	12
	0%	33%	25%	8%	0%	33%	0.99

### 7.3 Do you have any general comments or suggestions about participation within the network or any specific strengths or deficiencies you perceive?

- The network being too young, it is not possible to assess yet the interaction of participants. Furthermore, I anticipate that this participation will be very uneven - so more than one field and categories may be required for 'network participants'. The PAN Asia team has been very supportive of network activities, showing much experience and making valuable suggestions.
- I think the network leader needs to get more involved in facilitating and fostering discussion and sharing amongst the network members. Some of the members have however been quite good at fostering collaboration and knowledge sharing.
- ONI-Asia is in its start-up phase.
- Participation among the network members has been sporadic - much of it depending on the nature of the individual partner. This is partially due to the scant emails and exchanges being driven by the project leader. However, it is difficult to really answer this question. In terms of including different sexes, ONI-Asia has a strong gender balance among the researchers and also has several strong gender-based research questions. These are present, but as of now, I cannot comment on its impact on actual participation.
- Sometimes most of the email are just links, story updates. As such, they tend to become secondary priorities; something you'd read when you have time. Maybe these links could be aggregated elsewhere/or summarized; and then the more action oriented and administrative things can be left to the egroup.
- Some participants in the network have been very silent in online spaces; am not sure if their communication is only vertical (i.e., with leader). Having said that, it is in the early stage of the network as there has only been on face-to-face meeting last year. I think Francois also depends on other people within his institution for different tasks, so it is a shared leadership.

**ANALYSIS QUESTION 7A:** *Based on the quantitative and qualitative responses, how do you explain the modest level of satisfaction of the stakeholders with participation in ONI-Asia? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

As above: the network needs the leader to be committed and work full time on the project.

It seems the level of participation at this point depends squarely on the nature of the particular individual and circumstance. Although that is to be expected in these early stages, the responses allude to a need for more concerted and focused efforts to encourage and nurture participation from different network members.

**ANALYSIS QUESTION 7B:** *Based on the open-ended qualitative responses, what changes should be made to improve participation in ONI-Asia?*

Better facilitation by leader of both online and real venues.

Agreed.

## 8. NETWORK MANAGEMENT

*For a network to grow and develop requires flexible, internal management. Network managers are not limited to those formally appointed as a network leader; many people in a network can contribute to good management. Effective network managers operate with a mindset focused on serving the network. They work with participants and with each other to frame network priorities, and then mobilise the knowledge, experience and resources (internal and external) to address identified priorities.*

*Simultaneously, they are change managers. They allow for autonomy, diversity of approaches and flexibility in how things are done at the global, regional, national and more local levels. Trust gained through effective management of relationships gives managers credibility. Trusted managers are better able to engage participants in productive dialogue, to make the best choices for the network to achieve its purpose, and to sustain its energy.*

How well are these management functions being performed in your network?

	O p t i m a l l y	A d e q u a t e l y	R e q u i r e s i m p r o v e m e n t	N o t b e i n g p e r f o r m e d	D o n o t u n d e r s t a n d t h e q u e s t i o n	N o o p i n i o n o r n o t a p p l i c a b l e	
8.1 Strive to provide all working group participants regardless of sex the opportunity to collaborate in activities that make best use of their skills and contribution.	20 % (1)	60 % (3)	20 % (1)	0%	0%	0%	
8.2 Co-ordinate effectively participants' activities in individual projects.	0%	20 % (1)	60 % (3)	0%	20 % (1)	0%	
8.3 Co-ordinate effectively between and among the projects of the network .	0%	20 % (1)	80 % (4)	0%	0%	0%	
8.4 Co-ordinate effectively with other networks on common action issues.	0%	20 % (1)	80 % (4)	0%	0%	0%	
8.5 Seek to ensure that the results of your network are more than the sum of the activities and outputs of the different projects and working groups.	0%	0%	40 % (2)	0%	0%	60 % (3)	
8.6 Actively concerned that the network support participants to become more competent and committed advocates of ICT4D.	0%	40 % (2)	20 % (1)	0%	0%	40 % (2)	
Total	1	8	15	0	0	5	29
%	3%	28	52	0	0	17	1



	Optimally	Adequately	Requires improvement	Not being performed	Don't understand the question	No opinion or not applicable	
	%	%	%	%	%	%	

**8.7 Do you have any general comments or suggestions about the above mentioned elements of network management?**

- ONI-Asia is in its start-up phase.
- Again, many fields 'need improvement', but expectedly so as the project is just starting. It will hopefully soon be 'adequate'.
- I am assuming for this network (and maybe for others) we can delete "of ICT4d" at the end of 8.6. The objective isn't always to advocate for ICT4D, but it is to advocate for change..
- Still in the beginning stages with little evidence to be the basis of a fair assessment

### 8.8 Do you have specific comments or suggestions regarding other management functions you believe your network should perform?

- Communication spaces and tools are important. But efforts should be made to get the members to use these spaces.

**ANALYSIS QUESTION 8A:** Based on the quantitative and qualitative responses, how do you explain that a majority of stakeholders who had an opinion believe that all but two areas of network management require improvement? What actors and factors do you consider were decisive in their judgement?

Still early in project implementation, so there has not yet been much opportunity to test the effectiveness of the leadership in this field.

**ANALYSIS QUESTION 8B:** Based on the open-ended qualitative responses, what changes should be made to improve network management in ONI-Asia?

As above.

## 9. COMMUNICATIONS

*Effective networks have significant capability to facilitate rapid, continuous and broad-based interaction among participants and with key stakeholders.*

**How satisfied are you with...**

	Very satisfi ed	Mod erate ly satis fied	Diss atisfi ed	Very diss atisfi ed	Do not unde rsta nd the ques tion	No opini on or not appli cabl e	
<b>9.1 The opportunities for face-to-face communication?</b>	<b>20% (1)</b>	<b>60% (3)</b>	<b>20% (1)</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>9.2 The use of ICT for virtual communication?</b>	<b>0%</b>	<b>100% (5)</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>	
<b>9.3 The use of the website and discussion boards for sharing information?</b>	<b>0%</b>	<b>40% (2)</b>	<b>40% (2)</b>	<b>0%</b>	<b>0%</b>	<b>20% (1)</b>	
<b>9.4 The gender sensitive manner of communication in your network?</b>	<b>20% (1)</b>	<b>40% (2)</b>	<b>0%</b>	<b>0%</b>	<b>20% (1)</b>	<b>20% (1)</b>	
<b>Total</b>	<b>2</b>	<b>12</b>	<b>3</b>	<b>0</b>	<b>1</b>	<b>2</b>	<b>20</b>
<b>%</b>	<b>10%</b>	<b>60%</b>	<b>15%</b>	<b>0</b>	<b>5%</b>	<b>10%</b>	<b>1</b>

#### 9.5 What comments or suggestions do you have on communication in your network?

- We plan to work on improving the use of virtual venue at our next workshop.
- ONI-Asia is in its start-up phase.
- I would suggest more attention be placed on communications. The distributed nature of a network can be advantageous, however the degree of this is strongly dependent on the strength of communications that act as the scaffolding. I would suggest a more concerted and targeted communications strategy be implemented by the network sooner than later. I imagine this will get implemented after the workshop in June.

**ANALYSIS QUESTION 9A:** Based on the quantitative and qualitative responses, how do you explain the different levels of satisfaction of the stakeholders with communication in ONI-Asia? What actors and factors do you consider were decisive in the network stakeholders' judgement?

Sporadic communication from the leader to members, and between members, has characterised the project thus far. This was not a communication problem per se, but reflected the slow pace of its implementation and recurrent delays.

The use of ICT tools to communicate seems to be under-leveraged at this point. The critical role of frequent, relevant and effective communication messages and tools are extremely important especially in the start-up stage of a project when the data is being collected and the research findings are not yet available for dissemination.

**ANALYSIS QUESTION 9B:** Based on the open-ended qualitative responses, what changes should be made to improve communications in ONI-Asia?

Again, more time needs to be devoted by the leadership to project coordination and network facilitation.

*More emphasis is needed to thread together the different aspects of the network (leadership, communication, participation, etc.), in addition to the research itself.*

## 10. KNOWLEDGE MANAGEMENT AND LEARNING

Successful networks have the capability to add value by supporting internal processes of reflection on the experiences of the network and that of others. These reflections are then used to refine goals, policies and priorities. Successful networks also invest translating data into thoughtful, relevant and meaningful parcels. These parcels of knowledge are then shared among network members, with other like-minded individual researchers and research networks, as well as with other audience groups within their immediate and extended social networks.

### How satisfied are you with

	Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion	
10.1 The learning processes in your network?	0%	60% (3)	20% (1)	0%	0%	20% (1)	
10.2 The knowledge management in your network?	0%	60% (3)	20% (1)	0%	0%	20% (1)	
10.3 The extent of ensuring gender equality in all aspects of these learning processes and knowledge management?	0%	40% (2)	0%	0%	0%	60% (3)	
Total	0	8	2	0	0	5	15
%	0	53%	13%	0	0	33%	0.99

### 10.4 Comments or suggestions on knowledge management and learning in your network?

- Again, it is early in the process and hence difficult to fully assess the extent to which the network will be sharing and engaging each other on key issues, however, at this stage, it seems like it could be better facilitated.
- The plans look good, but we will see how that actually develops.
- ONI-Asia is in its start-up phase.

- Again, very early in the process to form opinions about this. Maybe these goals (i.e., on learning and KM) should be more explicitly stated early on as group goals to see how other people think.

**ANALYSIS QUESTION 10A:** *Based on the quantitative and qualitative responses, how do you explain the hesitant satisfaction of the stakeholders with ONI-Asia's knowledge management and learning? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

Not much has happened yet, so we can't really assess.

*I believe KM will be discussed in more detail in Chiang Mai. Although not yet has been done in this area yet, the importance of devising a clear and targeted plan is not lost on the project director and Pls..*

**ANALYSIS QUESTION 10B:** *Based on the open-ended qualitative responses, what changes should be made to improve knowledge management and learning in ONI-Asia?*

As above.

Agreed.

## 11. ADAPTIVE CAPACITY

*A minimum of stability (in leadership, staff and financial resources) is needed for networks to consolidate and grow. Networks need strong analytical and adaptive capabilities to keep them alive in the face of changing contextual realities. They have the capability to add value by supporting internal learning processes that can help to refine goals and priorities. That is, they are strategic: able to adjust thinking and actions in response to changing circumstances based on improved knowledge and understanding.*

### 11.1 How satisfied are you with your network's capacity to create new structures, systems and procedures when needed?

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
0%	40% (2)	20% (1)	0%	0%	40% (2)

### 11.2 Do you have any comments or suggestions for improving your network's capacity to create new structures, systems and procedures when needed?

- Not at this time.
- Too early to tell
- Generally the fact that the network's administration had to go through some challenges (working with SecDev as a newer institution) from the original assumed plan (working with the University of Toronto) led to a few bumps in the road, notably in the form of delays. However the reason for the change was linked to the fact that Sec dev could be theoretically much more flexible and adaptive than U of T.

**ANALYSIS QUESTION 11A:** Based on the quantitative and qualitative responses, it would appear that it is too early to discuss the satisfaction of the stakeholders with ONI-Asia's adaptive capacity? If you do not agree, can you explain why?

It is early, but the network and project seems to be flexible and adaptable.

It is truly too early to comment on this

**ANALYSIS QUESTION 11B:** Based on the open-ended qualitative responses, what changes should be made to improve the adaptive capacity of in ONI-Asia?

Nothing to do at this stage other than address the time commitment issues already mentioned above.

## 12. EXPERTISE

Another distinctive capacity of networks is their ability to draw on knowledge and expertise from diverse sources. Effective networks do not merely aggregate resources. They take advantage of and leverage the capabilities and professional and technical resources that different stakeholders bring to the network. They also create new knowledge resources through the networking process.

**How satisfied are you with your network's capacity to mobilise and develop gender-balanced expertise?**

Very satisfied	Moderately satisfied	Dissatisfied	Very dissatisfied	Do not understand the question	No opinion
20% (1)	40% (2)	0%	0%	0%	40% (2)

### 12.2 Do you have any suggestions for what your network should do differently in order to create greater opportunities and to mobilise more efficiently and effectively expertise, including gender balance?

- It is too early to say. It will be interesting to see how the gender training is received and subsequently, how it is drawn on throughout the networks life time.
- Some partners are very gender-sensitive, while others need to address that balance. A formal training on gender and ICT research is planned as one of the project's CoP activities, at the end of 2008.
- There was openness to mainstream gender in the discussion and activity proposals. In addition, our own proposals attempts at gender sensitivity were positively considered I think. But I think it is not the area of expertise of the leader so maybe it would help to get external help on this area.
- This is one of the strongest elements of ONI, as they are able to draw upon global experts in censorship and surveillance issues that will help the Asian partners build their capacities and have a stronger voice when lobbying for change in their countries.

**ANALYSIS QUESTION 12A:** *Based on the quantitative and qualitative responses, how do you explain the overall level of satisfaction of the stakeholders (who had an opinion) with ONI-Asia's use of expertise? What actors and factors do you consider were decisive in the network stakeholders' judgement?*

There is indeed a strong pool of expertise available in the ONI-Asia network, as stated in the comments.

*Yes – a varied set of expertise reside within the network. The built-in training exercises at the face-to-face meetings are one, among other, ways these expertise will be leveraged and shared within the network.*

**ANALYSIS QUESTION 12B:** *Based on the open-ended qualitative responses, what changes should be made to improve the use of expertise in ONI-Asia?*

A stronger leadership should allow to make a better use of that resource.

*At this point, I would think it is a matter of leadership and guidance, and also a matter of the network coalescing and being able to identify the different expertise and recognize how these can/can not contribute to their respective project and/or personal development.*

### 13. FINAL COMMENTS

**Finally, do you have any other comments you wish to add to this evaluation of your network's administrative resilience and performance?**

- ONI-Asia will be fortunate to benefit from the results of the PAN learning process!!
- Just to say that it is in its infancy... The network functions and objectives were not that discussed in the one and only meeting we had had last year--focus was on the proposal. This survey assumes that the network development aspect of the work is extremely important and should be explicated in subsequent online and offline meetings.
- Thank you to Ricardo and Jane. I found the second time around the survey took considerably less time to complete.

**FINAL COMMENTS 13:** *Do you have any other comments you wish to add to this analysis of the findings about ONI-Asia's administrative resilience and performance?*

None at this point, other than the Chiang Mai workshop will be critical in addressing several of the points revealed by the survey.

*Not at this time*

Annex 10 - The PAN Approach, its weaknesses and proposed improvements

### **Improving PAN's Approach to Networking for ICT4D**

As the last piece of analysis that we require on your part, we would request you to answer the questions below INDIVIDUALLY and send your responses to us directly.

We are convinced that the approach has numerous strengths as illustrated by the outcomes of the different network projects, which all of you have identified in the previous exercise. So at this stage, we would not focus on identifying the strengths of the approach, but would rather solicit your thoughts on how to improve it. Below are the two questions we are posing to all PAN team members and project network leaders. We will base our analysis on your response.

Questions: Based on your experience, what do you think are the principal weaknesses of the PAN approach to networking for ICT4D? What can be done to improve the approach?

*General comment: In my view, one of the principal weaknesses of the PAN approach is that there really isn't one. Each research network has been developed and supported in an iterative experiential way, and each one had to develop specific responses to unique needs (either at the levels of various needs for capacity building, research, human resources etc..). Depending on whether PAN had more of a focus on research capacity building or policy influence for example, made for quite different network building approaches. Of course, in my view, the fact that there isn't a set "PAN approach" is probably one of its biggest strengths, as it is able to build on previous lessons in network building, and cater its approach to specific needs.*

*That said, the lack of more specific guidelines or benchmarks for the PAN approach, could also be seen as a weakness and hence the process of thinking about the PAN approach and developing principles is important. I only hope that we do not see the PAN approach as a monolithic one-size fits all process.*

PAN's Approach to "Networking for ICT4D"	Weaknesses and suggestions for improvement
<p><u>Purpose:</u> Foster greater knowledge sharing, more scope for research activities, greater capacity building, developing resilience and risk mitigation through peer support and mentoring, changes in policies and practices and more administrative resilience through IDRC's regional grant-making</p>	<p><i>It has been more difficult than I expected to make the (other) Canadian partners recognise and tap the wealth of expertise already acquired by the Asian partners. I'm not sure however that this is a problem with the PAN approach, but a more explicit collaborative partnership, reflecting less of a classic donor-recipient or expert-trainee approach, would be more appropriate for this type of IDRC support. To start with, it would not be seen as 'capacity building' but 'peer support and collaboration'.</i></p> <p><i>I think a realignment of this overall perspective would go a long way in changing the relations between partners across the North-South divide.</i></p>



	<p><i>Looks great</i></p> <p><i>Foster agreement on regional standards and models</i></p> <p><i>Build a community of practice and excellence in the domain that is knowledgeable about best practice in ICTs for the domain and skilled in the best use of ICTs</i></p> <p><i>Build a visible brand name, to give strength and resilience to the group voice</i></p> <p><i>Influence decision and policy making</i></p> <p><i>Encourage dissemination and utilization of research results</i></p>
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<u>Principles</u>	
<p>I. Facilitate and build research capacity through peer review, mentoring, peer assistance to researchers and introduce appropriate technologies into research institutions in developing Pan-Asian countries.</p>	<p><i>We can add 'structured trainings' to it as well, since PANACeA has introduced a certificate program to build capacity for its researchers in eHealth</i></p> <p><i>A network becomes large by the second phase, so that over-centralization can prove to be too much workload. Decentralisation is a process that is practised. In decentralising, room should be made for failures and resets. Decentralization has been tried in both PANdora and PANL10n, without too much success. The problem is probably not in the decentralization concept, but in the ability of the persons selected to act as good mentors and advisers.</i></p> <p><i>This is appropriately handled for the partners. However, as a network leader I sometimes feel left out of the process. Though we are all working hard for our partners to gain strength, the network leader learns from experience but there are</i></p>

	<p><i>no programs targeted directly to develop his/her capacity as there are to develop the capacity of others in the team. It seems up to the network leader to suggest such opportunities as well.</i></p>
<p>II. Generate and disseminate research and knowledge as well as share experiences among researchers and institutions that can be generalized and scaled to solve significant social needs.</p>	<p><i>Very important point, but sharing should not be limited to PAN partners only.</i></p> <p><i>IDRC could do more to disseminate the published materials. This is left to the project itself, which means that the project does not always get the opportunity to disseminate the work through the vast IDRC network. Much focus is given to dissemination online, though printed work should also be further circulated.</i></p>
<p>III. Identify potential project network leaders with due diligence, facilitate them with resources (including contracts, stakeholders, consultants, etc.) and then trust them to implement the project and corresponding research agenda.</p>	<p><i>There is also a need to establish institutional contacts with the leader's institution. Providing trainings to other support staff in the institutions would also help.</i></p> <p><i>Done well by IDRC.</i></p>
<p>IV. Support project development, management and evolution, including planning, monitoring and evaluation (PME) and knowledge management while nurturing a respectful, non-bureaucratic, participatory set of relationships with grant recipients.</p>	<p><i>This is important, but difficult to implement. We need to balance between support and interference. I think IDRC staff is handling this well by maintaining regular communication with the network leaders and maintaining a friendly relationship to get things done.</i></p> <p><i>Done well by IDRC.</i></p>
<p>V. Be flexible with the budgets and timelines to permit adjustments to planning and budgeting, including allocating new funding or re-allocating approved funding and allowing time extensions as the need emerges.</p>	<p><i>Again, this is extremely important. IDRC should not be rigid on revising the budgets at mid-term only. Annual or landmark reviews of budgets might be more appropriate.</i></p> <p><i>Done well by IDRC.</i></p>
<p>VI. Promote valid and appropriate research processes and methodologies, ensuring that sound social and gender analyses are</p>	<p><i>Looks Ok.</i></p> <p><i>The training is normally focused on OM and GEM, though there are other approaches.</i></p>

incorporated.	<i>Such training should give a broader perspective, not just promote particular frameworks.</i>
VII. Promote cross-country analysis and linkages, and regional syntheses across geographical diverse developing countries in Asia where IDRC works – placing special priority on the involvement of least developed countries.	<i>Important.</i>  <i>Done well by IDRC.</i>
VIII. Assist the network projects to foresee trends and seize opportunities to sustain themselves after IDRC's funding and support.	<i>Ok.</i>  <i>Encourage the Asian voice at international conferences;</i>  <i>IDRC can work more with helping raise funds from sources beyond IDRC. Maybe IDRC should team up with like minded funding organizations to organize collective meetings with network partners, creating newer relationships between funding partners and research network partners.</i>
IX. Encourage publication of research findings and results.	<i>Should be presentation, publication and other forms of dissemination;</i>  <i>Done well by IDRC.</i>

<u>Processes:</u>	<i>The following does not represent a strict chronology that must be adhered to; rather, it provides a general set of steps the PAN team follows for developing some of its networks. Networks within PAN's portfolio of programming modalities is one that takes a variety of shapes – the ones described for these four represent one of the key approaches adopted. There are other approaches that are looser in their structure, in the nature and magnitude of the PAN team's involvement.</i>
1. PAN team facilitates learning about the	<i>Ok.</i>

<p>domain area and identification of the key individuals and institutions with mandate, expertise and commitment in the ICT4D theme (e.g., scoping study, sites visits, small research and development grants, regional meetings, capacity assessments, institutional assessments).</p>	<p><i>Desk study (literature research);</i></p> <p><i>It may be a good idea for the responsible Programme Officer to make a trip with the potential network leader when he/she is making some of his/her visits. This type of interaction can pay great dividends later on because a) it allows the PAN PO to get a sense of how the individual interacts with others and his/her understanding of the issues; and b) it helps the proposed network leader have adequate time to get informal inputs from the PO along the way.</i></p> <p><i>IDRC depends on the network leadership for this purpose. They contribute where they can but that is not always possible. However, they take up consultants for that purpose where necessary.</i></p>
<p>2. PAN team signifies agreement with the proposed project network searches for a leader and host organisation.</p>	<p><i>Ok.</i></p> <p><i>Do not understand the question.</i></p>
<p>3. PAN team advises the resource branch of IDRC to conduct a risk assessment of the identified host institution.</p>	<p><i>Ok. It is very important to build good relationship between IDRC and the host institution, so that they understand each other's needs.</i></p> <p><i>Yes, done well.</i></p>
<p>4. PAN team, proposed project network leader(s) and experts draft overarching regional network problematique and goals, taking into account the PAN prospectus objectives and available information, and discuss the research framework.</p>	<p><i>Ok.</i></p> <p><i>This is done mostly by the network leader and with feedback given by the PAN team. The PAN team can get more involved earlier on, which could save proposal drafting time. This includes inclusion of not only the coordinating PAN team member (who is involved at the outset) but also the PAN team leadership, which currently comes much later in the process, when the proposals are almost final, and may return these proposal for additions and modifications. If they get involved earlier, the proposal drafting and</i></p>

	<i>finalization can be done more efficiently.</i>
5. PAN team with identified experts select participants and all together develop and finalise draft proposals for network projects, which include research objectives and research methodology for each sub-project.	<p><i>This part needs to be strengthened. A more thorough search of institutions and researchers is important, rather than relying on experts own contacts and information only.</i></p> <p><i>Generally this has been done in a multiple-day write-shop. It may be a good idea to conduct this write-shop in two stages during a longer workshop (perhaps 6 or 7 days instead of 3 or 4 days). This would allow the individuals to come together and share ideas and then have some more time to solidify them without the time pressures of handing something in after 1 or 2 days of discussion.</i></p> <p><i>Done well.</i></p>
6. Project network leaders consolidate the proposal and budget.	<p><i>Ok.</i></p> <p><i>This has been done mostly in a top down fashion in our network. Other models have also been tried in other networks. There are pros and cons of each model. In our model, the major issue is that the budget allocation is quite arbitrary (in our case equally divided) but there seems to be no easy criterion on what other possible ways this can be done.</i></p>
7. PAN team and other identified experts review and comment on proposal and budget in an iterative process.	<p><i>This part needs to be thought through more carefully. Since these are international projects, it is important that we work in a single currency that works in all the partners (e.g. US Dollars). Dealing in the primary recipient's currency creates confusion.</i></p> <p><i>This needs to be done in a way that allows enough time, while not taking away from the momentum gathered during the workshop.</i></p> <p><i>This comes much later in the process</i></p>

	<p><i>when drafts are almost finalized. This should be done in stages, where the first iteration should be on objectives, and then on scope and then on detailed deliverables and budgets, etc. The PAN team should not wait till the complete draft to comment on it.</i></p>
<p>8. IDRC negotiates with relevant government officials for country clearances to the host organisation and other countries as required.</p>	<p><i>Ok.</i></p> <p><i>Yes, done well by IDRC.</i></p>
<p>9. IDRC contracts with a host institution to serve as a grant recipient institution.</p>	<p><i>Ok.</i></p> <p><i>For first time grant recipients (for large grants such as these networks), it is suggested that an IDRC Grants Administration staff make a visit to the institution before the contract is signed.</i></p> <p><i>Normally quite smooth and IDRC conveys understanding of different situations in different countries.</i></p>
<p>10. As soon as the contract is signed, the project network leader drives the process with the designated support of PAN Programme Officer(s). This involves securing country clearances, contracting with host institutions to carry out sub-network projects, obtaining ethics approval, providing peer and mentoring support and facilitating the networking management mechanisms (AMT for PANACeA, domain mentors for PANDORA group, project leader/country project leaders for PANL10n and principal investigators for ONI-Asia).</p>	<p><i>Ok.</i></p> <p><i>This process of sub-contracts also takes a few months. It can save time if it is done in conjunction with the original proposal and contract, if possible.</i></p>
<p>11. Major changes in the network project or sub-network projects are consulted by the project leader with the designated PAN Programme Officer to ensure they will have IDRC/PAN support.</p>	<p><i>Ok.</i></p> <p><i>IDRC is generous and understanding in such issues.</i></p>
<p>12. During the implementation, the PAN team provides support to the project as</p>	<p><i>Ok.</i></p>

requested by the project network leader. This generally involves participating in network activities, commenting on draft outputs, leveraging contacts and resources; advising the project Leader on how to deal with tensions and problems that arise within the network from time to time.	<i>There are some limitations in disseminating outputs (see comment earlier). I sometimes feel that IDRC can do more in putting the teams in touch with others outside the network. The contacts are normally introduced but not actively pursued.</i>
13. The designated PAN Programme Officer monitors progress of the project through the leader at meetings and through regular technical and financial reports and through skype chats.	<i>Ok.</i>  <i>Yes, done well by IDRC.</i>
14. When supplemental funding is required as identified by the network project leader or the network members, the PAN PO(s) and project network leader seek the funding from PAN Team's budget. (delete IDRC and/or other sources).	<i>Ok.</i>  <i>Done well by IDRC. Gives good interim advice.</i>
15. PO(s) and project network leader in consultation with network members devise strategies to take appropriate steps to identify gaps in research and geographic areas and ensure a smooth transition into the next phase, to close the project, upon completion.	<i>Ok.</i>  <i>Yes, done well by IDRC.</i>

## ONI- ASIA

**I. Title:** Four partners begin sharing information and experiences

**Outcome:** All ONI-Asia network members were added to a mailing list, which is associated with a base camp working space. Of these individuals, four or five from Philippines, Malaysia and India (mostly), as well as project leaders in Canada began sharing information (news stories, personal experiences) about censorship and surveillance (C&S) issues that in turn helped build a stronger understanding of issues within the group.

**Classification** (you can tick more than one):

X *Greater knowledge sharing*

☐ *More scope for research activities*

☐ *Building capacity of its members*

☐ *Influencing policy and practice on information and communications technology for Development.*

**Significance:** The issue of C&S has been getting an incredible amount of attention in the past year – with the events in Myanmar, blocking of news services in Pakistan during the martial law, and other instances of blocking YouTube and other sources of information around the world (e.g. Turkey, Tunisia, Egypt). As a result, behaviour that shows an urge to use the mailing list to share virtually knowledge and comment on its content and broader impact is a sign that the group as a whole is seeking to expand their existing knowledge base and learn as a collective.

**Contribution of the PAN team, the network or both:** The network has set up the mailing list and periodically sends out messages that catalyze additional sharing and discussion.